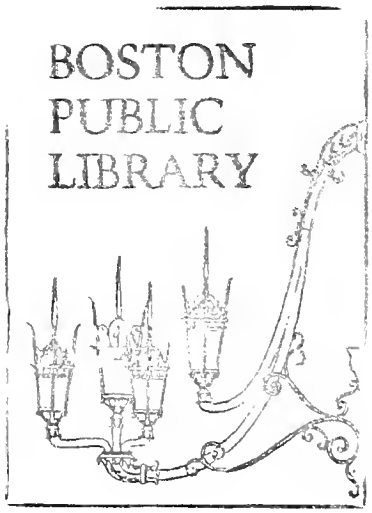
BOSTON PUBLIC LIBRARY
3 9999 06584 456 3


BOSTON
PUBLIC
LIBRARY

Digitized by the Internet Archive
in 2011 with funding from
Boston Public Library

http://www.archive.org/details/proposaltoperfor00econ

GOVDOC
BRA
4322

Economics Research Associates

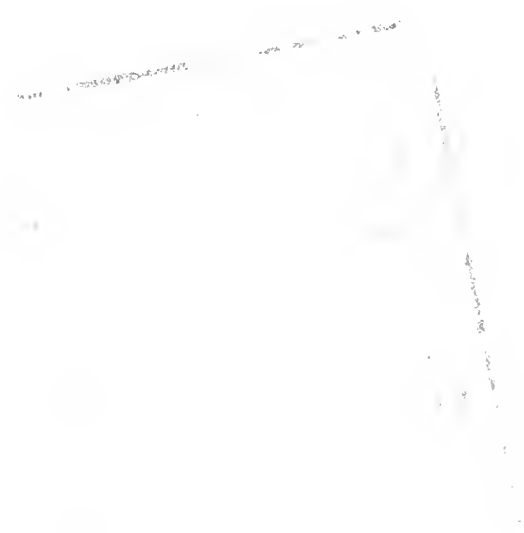
Los Angeles, California
San Francisco, California
Dallas, Texas
Chicago, Illinois
Orlando, Florida
Washington, D.C.
Boston, Massachusetts

Property of
BOSTON REDEVELOPMENT AUTHORITY
Library

A PROPOSAL TO PERFORM DOWNTOWN CROSSING RETAIL MARKET ANALYSES AND STRATEGY DEVELOPMENT FOR THE BOSTON REDEVELOPMENT AUTHORITY

October 1981

DOWNTOWN
X-ING
BOSR
1981



Economics Research Associates

Los Angeles • San Francisco • Chicago • Boston
New York • Washington D.C. • Ft. Lauderdale

739 Boylston Street
Boston, Massachusetts 02116
(617) 437-1965

October 23, 1981

Mr. Robert J. Ryan, Director
Boston Redevelopment Authority
Room 903
1 City Hall Square
Boston, MA 02201

Proposal Number: 17940

Dear Mr. Ryan:

Economics Research Associates (ERA) is pleased to submit this proposal for a Retail Market Analysis and Development Strategy for the Downtown Crossing Retail District. As a Boston-based firm, we are very familiar with the Downtown Crossing Area and with the Boston Region and bring to this job extensive experience in market research in the city and the region. We have discussed the nature of the project with your staff, and based on these discussions and on our experience in retail projects, we offer an approach and methodology which addresses the specific issues of this project.

This proposal has been prepared in seven subparts as follows:

I	General Approach and Review of Qualifications
II	Specific Approach
III	Detailed Work Plan
IV	Budget and Scheduling
V	Project Management and Staffing
VI	Qualifications of the Firms
VII	Appendix

We look forward to the opportunity to work with you on this important assignment. Due to our extensive experience in retail development and our familiarity with the Boston area, we are confident that we can provide you with a responsive product.

Very truly yours,

Thomas J. Martin

Thomas J. Martin
Vice President

TJM/nd

I. GENERAL APPROACH AND REVIEW OF QUALIFICATIONS

The following summarizes our general approach and qualifications for the Downtown Crossing Retail Market Analysis:

- Economics Research Associates is one of the largest and oldest urban and real estate economics consulting firms in the United States. The firm has completed over 6,000 assignments in its 23 year history. The firm's current annual business volume is evenly divided between private real estate development clients and public planning agencies.

- Economics Research Associates has completed retail market analyses and downtown revitalization studies in major cities such as Los Angeles, Philadelphia, San Francisco, Boston, Washington, D.C., Tampa and Miami. (An ERA CBD retail development analytic approach is shown in Exhibit 1)

- ERA has been involved in the planning and development of nationally known retail and mixed-use projects such as Market Street East in Philadelphia, Station Square in Pittsburgh, Broadway Plaza in Los Angeles, Galleria - Post Oaks in Houston, and Faneuil Hall Marketplace in Boston.

- ERA has long a tradition of developing state of the art quantitative methodologies, including the development of the prototype for specialty retail market analyses.

- Located in Boston, ERA has a knowledge of market conditions in the Boston area from prior related work assignments in the city and region and from the position of its staff as local shoppers and consumers.

- Through its work in other major cities, ERA has a knowledge of retail trends, market penetration rates of CBD's, and successful retail revitalization strategies.

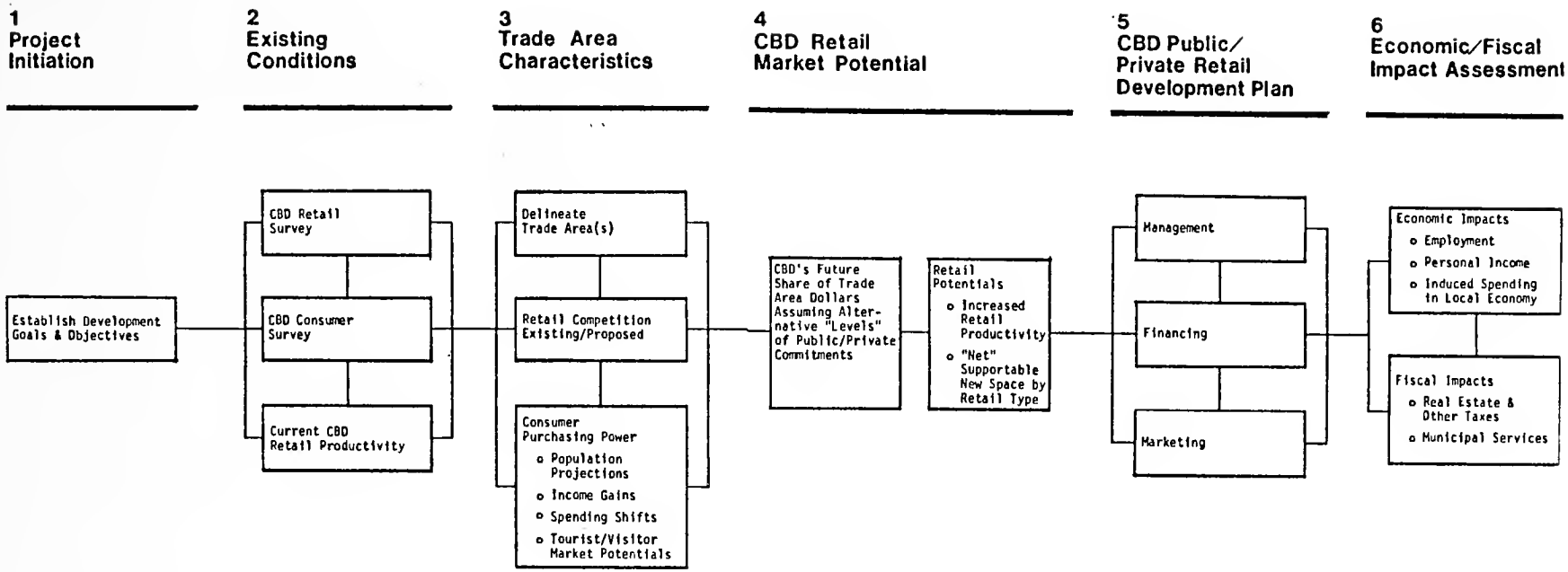
- Because of the firm's 23 years of service to private sector clients, ERA has excellent credibility with the retail and development community.

- ERA is prepared to make an extensive commitment of senior personnel to this project.

- ERA proposes to retain Decision Research Corporation (DRC), a nationally known Boston area market research firm, to undertake extensive survey research and to team with experts in merchandising, leasing, promotion, and retail management. ERA and DRC have teamed previously on major projects including

Exhibit 1

CBD RETAIL DEVELOPMENT ANALYTIC PROCESS



SOURCE: ECONOMICS RESEARCH ASSOCIATES
BOSTON, MASSACHUSETTS

a retail study for the City of Stamford, Connecticut, and a study of the characteristics and effects of legalized gambling in Connecticut.

II. SPECIFIC APPROACH

Our specific approach to this project is to combine ERA's knowledge of the character and functioning of the retail industry and retail markets with the survey research capabilities of Decision Research Corporation, who will obtain attitudinal data on shoppers who do and do not patronize Downtown Crossing. These surveys, combined with those already completed by the BRA, will serve as the basis for identifying target markets for various retail catagories (i.e. type of store and quality/price of merchandise).

ERA further proposes to hold three workshops with experts in retail development, merchandising, leasing, and financing. These all-day "brainstorming" sessions will seek to identify future trends which could alter/revolutionize retailing, and key factors in retail development which may influence the success or failure of a retail project. The types of people to participate in these workshops could include developers, major retailers, retail management consultants, merchandising specialists, bankers, and economists. One workshop will take place at the beginning of the project to identify issues to be addressed and creative ideas to be tested in the survey research and market analysis phases of the project. The second workshop will be held in the strategy development phase of the project. A third workshop will be held in the implementation phase of the project.

Given the wealth of data already compiled by the BRA on the existing condition of Downtown Crossing and on shoppers there, our approach is to obtain through survey research, information on the demograhics and "psychographics" of those market segments who do not shop in the downtown as well as those who do shop downtown. Through the survey research technique known as a "segmentation study," the characteristics and attitudes of differing market segments will be

determined. This information will then provide the basis for projecting market support by various market segments, and will provide needed information on substantive changes which must be made in the Downtown Crossing area in order to broaden its appeal or to deepen its capture of existing market segments.

As is suggested in the RFP, there are three major phases of work proposed:

I Economic analysis, which includes an initial all-day workshop; survey research; analysis of the current characteristics of the regional market and Downtown Crossing market; comparisons with other comparably sized cities; and projections of ranges of market support by retail category under alternative scenarios.

II Strategy Development, which incudes a second all-day workshop and the development of strategies to increase the capture of the market segments identified in Phase 1. These will include recommendations as to themes, retail mix, promotion, new construction, linkages to other retail subareas, and, in combination with the urban design consultant, physical design changes and strategies.

III Implementation Strategies, ERA will identify those entitites best suited to implement the strategies developed in Phase II, and will identify alternative mechanisms to institute these strategies, such as special laws, funding sources, and tax incentives.

III: DETAILED WORK PLAN

The following section describes the detailed work plan which ERA proposes to undertake under the three phases of work described above.

PHASE I: ECONOMIC ANALYSIS

Under Phase I, ERA will analyze current market characteristics of the Boston regional retail market and the Downtown Crossing retail area, determine Downtown Crossing's current market share by retail category for various market segments (i.e. income and age groups, suburban residents, city residents, etc.), and project potential capture rates

for each of these segments under varying scenarios. The results of this analysis of downtown and regional market characteristics will also be of use to the BRA in analyzing other major retail areas in the city.

The work tasks to be undertaken in Phase I are as follows:

Task I.1 Review of Existing Data

Objective: To familiarize the consultant team with the existing data available and to avoid duplication of effort in data collection, survey research, and data manipulation.

Approach: ERA will review the base data and analyses on past trends and current conditions available from the BRA. Based on this, ERA will determine what additional data on current conditions should be collected and what further analyses should be done on the existing data. In this initial phase, ERA, in conjunction with the BRA, will determine the boundaries of the area to be studied.

Product: A summary of the additional data to be collected on the Downtown Crossing retail area and the regional market and of additional survey work deemed necessary.

Task I.2: Initial Brainstorming Session

Objective: To bring together experts in the retail industry to pool their knowledge and to identify key issues to be addressed in the economic analysis and in the attitudinal survey research.

Approach: ERA, through its past work in retail projects, has numerous contacts in the retail industry and in organizations such as the Urban Land Institute and the International Downtown Executive's Association, who could provide valuable insight into certain issues and new developments from the point of view of the retail industry. In order to take advantage of this, ERA proposes to undertake an all-day workshop/brainstorming session organized as follows:

- ERA will bring together four retail industry experts who will be compensated for their time, several local retailers, and ERA retail specialists Don Stewart and Richard McElyea, and Melvin A. Gamzon, formerly of ERA.

- An agenda will be developed prior to the session to ensure that the discussion touches on issues relevant to the Downtown Crossing retail study process.

Product: The minutes of the workshop and a summary of the discussion, including identification of new trends in the retail industry and of the latest thinking on retail market analysis, which will be used in a further refinement of the work program.

Task I.3: Survey Research

Objective: To obtain information on the demographic and "psychographic" or attitudinal characteristics of those who shop and those who do not shop in Downtown Crossing. Such information on attitudes, shopping behavior and market segments can be combined with existing BRA survey data on Downtown Crossing shoppers and office workers to accurately assess attitudes towards the Downtown, motivations of shoppers in shopping in Downtown Crossing or in other retail centers; to identify the segments of the population that should be targeted for future penetration; and to identify the problems and the appeal of the Downtown Crossing retail area.

Approach: ERA proposes to retain the firm of Decision Research Corporation (DRC), of Lexington, Mass., to undertake a "segmentation study" of Boston SMSA residents to determine the characteristics of those who shop downtown and those who don't. In order to accomplish this, Decision Research Corporation will undertake both qualitative and quantitative research through the following:

- The Focus Group. The focus group is a marketing research tool used to provide in-depth information on attitudes and behavior in situations where respondent interaction is desirable. It is also a means of ensuring the development of an effective and efficient questionnaire by aiding the researcher in:

  - generating and formalizing hypothesis to be tested in an ensuing quantitative survey,

- understanding individual patterns and progressions of thought in various topic areas, thereby providing information about the proper order of questions,

- learning the terminology used by consumers and becoming aware of areas in which lack of understanding or mixed definitions is likely to/does exist, thereby providing information about question wording,

- assuring inclusion of all important relevant topic areas. Oftentimes in a group discussion, issues will arise and conversation will evolve in areas not previously thought of by the researcher; the focused group in this case provides a sort of fail-safe mechanism.

Typically, a focus group interview includes an interviewer (moderator) and 8-12 respondents/participants who are recruited on the basis of their fulfilling certain demographic/behavioral requirements (sex, age, residence, etc.) and are paid for their participation in the 1-2 hour session. Working from an interviewer guide, the moderator opens a discussion with general issues/questions and works his/her way down to specific areas of concern, leaving the group on its own as much as possible, entering the conversation to probe certain areas and move the conversation into more desirable channels. DRC utilizes a non-directive approach to encourage the group members to volunteer their own thoughts and opinions without the influence of direct questioning. Sessions are audio-and sometimes video-taped and can be viewed through a one-way mirror.

The number of focus groups conducted depends upon the type and detail of information necessary to address the salient issues. Focus groups segmented by gender, geography and/or income may be indicated.

o Quantitative Surveys. A minimum of 300 telephone interviews will be undertaken in order to obtain information to compare the income level, sex, education, geographic locations, and ethnic background of those who shop in Downtown Crossing to those who do not. In addition to this demographic segmentation, the survey will seek to define the "psychographics" of those who shop in Downtown Crossing and those who do not shop there. Psychographics include attitudes, behaviors, motivations, emotional issues, etc., which can be associated with the shopping patterns of various segments of the popuation.

The exact number of surveys to be done and subgroups to be surveyed will be determined after the completion of the focus groups and after analysis of Downtown Crossing shopper surveys accomplished by the BRA and Cambridge Systematics. Decision Research Corporation, with input from ERA and the client, will design the survey instrument, pretest, and administer the survey. Tabulations and analysis, including cross-tabulations, will be done by Decision Research Associates.

Product: A technical working paper which analyses the results of the focus groups and telephone surveys, and which describes characteristics of patrons and non-patrons, identifies possible market segmentation to be used in the market projections and which discusses attitudes towards Downtown Crossing and towards shopping in general.

Task I.4: Current Downtown Crossing Market Analysis

Objective: To analyze and describe the current market characteristics of the Downtown Crossing retail area, including its relative performance in the Boston regional market. In order to accomplish this, ERA will:

- Inventory occupied and vacant retail space in the study area.
- If determined to be necessary after review of existing survey data, survey merchants in the Downtown Crossing study area to obtain more detailed data on their sales levels, trade area, and costs of doing business (Examples of ERA surveys in other retail development projects are shown in Exhibits 2 and 3.)
- Analyze and describe the results of BRA/Cambridge Systematics survey data which relates to definition of trade areas and market segments, attitudes of shoppers towards Downtown Crossing, and the relationship of business performance to physical design characteristics.
- If determined to be necessary after review of BRA survey data, survey downtown office workers to update information on their shopping behavior.
- Analyze regional retail market characteristics, including population trends and projections income, major retail concentrations, major new developments planned, and retail sales levels

SURVEY OF STAMFORD STORE OWNERS/MANAGERS

Exhibit 2

Thank you for your participating in this survey. Please circle the number or check the box beside the responses which best describe your answers to the following questions.

Name of Business: _____

Address: _____

What type of business are you? (Please be specific about the types of products or services you sell; for example, if you sell clothing, please indicate what kind of clothing -- i.e. women's sportswear.)

☐ Retail: _____

☐ Service: _____

Do you sell primarily to . . .

1. the public,
2. other businesses, or
3. have a roughly even mix?

At present, what are the major problems your business faces? (Please describe in detail each type of problem you check.)

☐ Parking _____

☐ Traffic _____

☐ Quality of public services _____

_____

☐ Competition from suburban shopping centers _____

_____

☐ Security in the area _____

☐ Other _____

_____

Looking ahead over the next few years, what major problems do you anticipate for your business? (Again, please describe each type of problem checked.)

☐ Parking _____

☐ Traffic _____

☐ Quality of public services _____

_____

☐ Competition from suburban shopping centers _____

_____

☐ Security in the area _____

☐ Other _____

_____

Are you aware of the Stamford Town Center Mall development?

1. Yes (please continue)
2. No (please skip the next four questions)

Generally, have you favored or opposed the project?

1. Favored
2. Opposed
3. No opinion

How, specifically, do you expect the Town Center to affect retail business in the downtown area (Do you think it will help or hurt business? Why?)

☐ Help _____

_____

☐ Hurt _____

_____

☐ Will make no difference

How, specifically, do you expect the Town Center to affect your business?

☐ Help _____

_____

☐ Hurt _____

_____

☐ Will make no difference

Do you have plans either to move to the Town Center or to open a branch there?

1. move to Town Center
2. open a branch there
3. no plans
4. other plans? _____

Do you currently have any branch offices?

Yes ___

No ___

How long has your company been in business at this location?

_____ years

How long have you worked here for your company?

_____ years

Exhibit 2 (continued)

What is the size in square feet of the gross leased/owned area of this store

_____ square feet

IF YOU DO NOT KNOW THE SIZE, PLEASE INDICATE:

approximate length: _____ feet

approximate width: _____ feet

Which age group or groups forms the major part of your customer base?

1. Under age 13
2. Teenager (13-19)
3. 20-34
4. 35-50
5. 51-64
6. 65 or over

Which geographic area or areas forms the major part of your customer base? (You may circle more than one area)

1. Stamford
2. Darien
3. Norwalk
4. Greenwich
5. Westport
6. New Canaan
7. Port Chester
8. Rye
9. Harrison
10. White Plains
11. Purchase
12. Westport

_____ (Other)

_____ (Other)

_____ (Other)

_____ (Other)

About what percentage of your customers work in downtown Stamford?

_____%

Which type or types of transportation is the most important for your customers?

1. Walk to area 2. Car 3. Bus 4. Taxi

On which nights, if any, is your store open after 6 p.m.?

1. Monday
2. Tuesday
3. Wednesday
4. Thursday
5. Friday
6. Saturday
7. Sunday
8. None

Do you have major competition in the Stamford area?

1. No
2. Yes Where? (Please describe the location)

☐ Shopping center _____

☐ Other downtown _____

☐ Elsewhere in Stamford _____

Do you have any major competition elsewhere?

1. No
2. Yes - Where (Please describe the city/shopping center)

_____

_____

How many people work at your location here?

full-time _____

part-time _____

Do you expect that the number of employeees will increase, decrease, or remain the same over the next few years?

1. Increase
2. Decrease
3. Remain the same
4. Unsure

Do you own or rent this outlet?

1. Own
2. Rent --- What is the monthly rent for your space?

$ _____

Is any part of your rent based on a percentage of sales?

1. No
2. Yes -- What percentage?

_____%

Who is the owner of the building in which you are located?

_____

What was your gross sales volume in 1979?

$ _____

What has been your trend in gross annual sales over the past 3 years? Have sales:

1. Increased
2. Decreased, or
3. Remained the same?

What about your trend in net profit over the past 3 years -- has it?

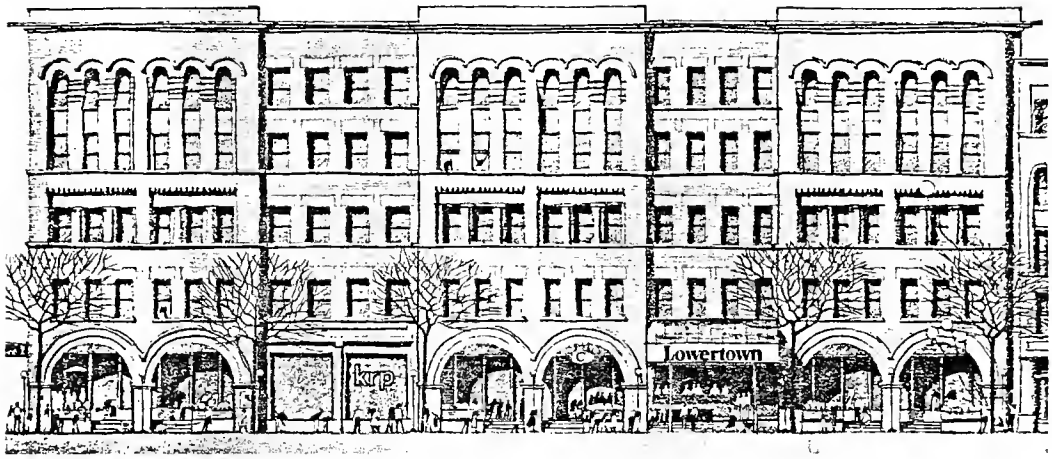
1. Increased
2. Decreased, or
3. Remained the same?

What is your title?

1. Owner/partner
2. Manager
3. Other _____

And your name? _____

Downtown Employee Survey



The non-profit **Lowertown Redevelopment Corporation** with the support of the **City of Saint Paul** and the **McKnight Foundation** is moving to build an urban village in downtown Saint Paul. You can help shape it by completing the following questionnaire immediately and dropping the form off at a place for collection designated by your employer.

The urban village, extending roughly over the eastern half of downtown Saint Paul, can be extensively renovated and rebuilt. It can carry the momentum of downtown renovation efforts of recent years to a new level. Preservation of old buildings, combined with new construction, can result in a revitalized downtown.

It can be a place for people. Shops, restaurants, theaters, cinemas, and other places for entertainment may be found there. Year round activities and events are planned.

It can be a place for living. Townhouses, garden apartments, maisonettes, may be built around parks and plazas. Renovated loft buildings can provide spacious apartments. The riverfront will be reclaimed for parks. High-rise towers may command views of parklands and the great river basin.

It can be a place for commerce. New and renovated offices for business, industries and government may be located there. Light manufacturing and small enterprises will continue in the area.

Above all, it can be a place capturing and projecting Saint Paul's history. This heritage can serve to tie past to present and future as the community and City plan ahead with vision and dedication.

Please take a few minutes to respond now to the questions below. Your employer has agreed to assist in the survey and you may return completed forms at the end of the day. No identification or signature is requested, so all responses are anonymous. **Thanks for your cooperation.**

■ Please fill in the boxes to the **left** of your responses as shown

I The first set of questions concern your **retail shopping** patterns and preferences

A As an employee in the downtown area, what types of retail activity would you like to see better represented?

1 ☐ full service restaurants
2 ☐ specialty restaurants
3 ☐ fast food restaurants
4 ☐ men's clothing
5 ☐ women's clothing
6 ☐ arts and crafts
7 ☐ toy and hobby shop
8 ☐ book stores
9 ☐ auto services
10 ☐ shoes
11 ☐ hardware and housewares
12 ☐ movies
13 ☐ delicatessens
14 ☐ drug stores
15 ☐ liquor stores
16 ☐ lounges and night clubs
17 ☐ furniture and appliances
18 ☐ stationery and cards
19 ☐ camera shops
20 ☐ jewelry
21 ☐ interior decorating
22 ☐ art galleries
23 ☐ sidewalk cafe
24 ☐ sporting goods
25 ☐ ice cream parlor
26 ☐ cosmetics
27 ☐ imported gifts
28 ☐ antiques
29 ☐ pipes and tobacco
30 ☐ leather goods
31 ☐ fresh flowers
32 ☐ gourmet food
33 ☐ natural and health foods
34 ☐ pet shop
35 ☐ records and tapes

B What types of retail goods and services do you currently purchase in the downtown area?

36 ☐ breakfast
37 ☐ lunch
38 ☐ dinner
39 ☐ groceries
40 ☐ clothing
41 ☐ drugs
42 ☐ liquor
43 ☐ entertainment
44 ☐ gifts
45 ☐ specialty items

C What would you estimate your average yearly retail expenditures to be in the downtown area?

46-1 ☐ less than $100 ($.40 daily)
46-2 ☐ $100-$249 ($.40-$.96 daily)
46-3 ☐ $250-$499 ($.97-$1.91 daily)
46-4 ☐ $500-$749 ($1.92-$2.87 daily)
46-5 ☐ $750-$999 ($2.88-$3.84 daily)
46-6 ☐ $1000-$1499 ($3.85-$5.74 daily)
46-7 ☐ $1500-$1999 ($5.75-$7.90 daily)
46-8 ☐ over $2000 (over $8.00 daily)

Please complete the other side.

II The following set of questions concern your **present** housing situation:

D Where do you live now?

47-1 ☐ Downtown
47-2 ☐ Crocus Hill, Ramsey Hill or Summit Hill
47-3 ☐ Elsewhere in St. Paul
47-4 ☐ Elsewhere in Ramsey County
47-5 ☐ Hennepin County
47-6 ☐ Dakota County
47-7 ☐ Washington County

E How long have you lived there?

48-1 ☐ less than 1 year
48-2 ☐ between 1 and 2 years
48-3 ☐ more than 2 years
48-4 ☐ more than 5 years
48-5 ☐ more than 10 years

F What type of residence do you live in?

49-1 ☐ single-family house
49-2 ☐ duplex
49-3 ☐ garden apartment
49-4 ☐ elevator apartment
49-5 ☐ townhouse
49-6 ☐ other (club, hotel, mobile home, etc.)

G Do you presently own or rent your residence?

50-1 ☐ own
50-2 ☐ rent

H Do you currently live ..

51-1 ☐ alone
51-2 ☐ with husband/wife
51-3 ☐ with friend(s), roommate(s)
51-4 ☐ with parents
51-5 ☐ with husband/wife and children under 18
51-6 ☐ with husband/wife and children over 18
51-7 ☐ as a single parent with children under 18
51-8 ☐ as a single parent with children over 18

I What is your present monthly mortgage payment or rent?

52-1 ☐ less than $100 per month
52-2 ☐ $100 to $199 per month
52-3 ☐ $200 to $299 per month
52-4 ☐ $300 to $399 per month
52-5 ☐ $400 to $499 per month
52-6 ☐ $500 to $599 per month
52-7 ☐ $600 or more per month

J Your age is

53-1 ☐ 25 years or younger
53-2 ☐ 26 to 35 years
53-3 ☐ 36 to 45 years
53-4 ☐ 46 to 55 years
53-5 ☐ 56 to 65 years
53-6 ☐ over 65 years

III The final set of questions concern your **future housing needs** and preferences:

Apartments are currently proposed for the block immediately west of Mears Park in the Lowertown Community. The types of apartments being considered are:

- loft apartments in renovated buildings
- flats in new high-rise buildings
- flats in new mid-rise buildings

K Which of the following answers would best describe your interest in living in one of the apartment types described above, located in Lowertown?

54-1 ☐ very interested
54-2 ☐ might be interested
54-3 ☐ would depend upon the type, size and price of housing
54-4 ☐ not interested

If you answered question K as **not interested** in living in Lowertown, you **need not answer the remaining** questions.

L Assuming equal amenities and equal space, what type of housing would you prefer, if you were interested in moving to Lowertown?

55-1 ☐ loft, rental
55-2 ☐ loft, condominium
55-3 ☐ high-rise, rental
55-4 ☐ high-rise, condominium
55-5 ☐ mid-rise, rental
55-6 ☐ mid-rise, condominium
55-7 ☐ townhouse, rental
55 8 ☐ townhouse, ownership

M What size living unit would you need?

56-1 ☐ studio or efficiency
56-2 ☐ one bedroom, one bath
56-3 ☐ one bedroom, one bath, plus den
56-4 ☐ two bedrooms, one bath
56-5 ☐ two bedrooms, one bath, plus den
56 6 ☐ two bedrooms, two baths
56-7 ☐ two bedrooms, two baths, plus den
56-8 ☐ more than two bedrooms

N How important is a garage parking space to you?

57-1 ☐ very important
57-2 ☐ desirable
57-3 ☐ not important

O How many automobile parking spaces would your household require?

58-1 ☐ none
58-2 ☐ one space
58-3 ☐ two spaces

P What is the maximum amount you would be willing to pay per month for housing (including rent or mortgage payment plus utilities)?

59-1 ☐ less than $150 per month
59-2 ☐ $150 per month
59-3 ☐ $200 per month
59-4 ☐ $250 per month
59-5 ☐ $300 per month
59-6 ☐ $350 per month
59-7 ☐ $400 per month
59-8 ☐ $450 per month
59-9 ☐ $500 per month
59-10 ☐ $550 per month
59-11 ☐ $600 per month
59-12 ☐ more than $600 per month

Q What types of services, amenities, and facilities are important to you?

60 ☐ tennis
61 ☐ swimming
62 ☐ deluxe restaurant
63 ☐ boutique shopping
64 ☐ dinner theatre
65 ☐ repertory theatre
66 ☐ health/athletic club
67 ☐ quality of schools
68 ☐ convenient to churches
69 ☐ parking
70 ☐ fireplace
71 ☐ sauna
72 ☐ children's play area
73 ☐ convenient to shopping
74 ☐ ice skating
75 ☐ yard, open space
76 ☐ skyway access
77 ☐ convenient to job
78 ☐ access to riverfront
79 ☐ enclosed plaza (winter garden)
80 ☐ convenient to expressways

Thank you again for completing this survey, and for participating in the planning efforts of the Lowertown Redevelopment Corporation.

- o Calculate Downtown Crossing's current penetration of the regional market, by retail category and price level

- o Compare Boston CBD market penetration of the regional market to that of other American cities.

- o Analyze the size and characteristics of the daytime office market and its influence on the Downtown Crossing retail area.

- o Based on the prior survey and market research tasks, identify those market segments (i.e. income groups, or geographic, ethnic, age groups, etc.) which represent markets likely to be targeted for increased penetration through strategies developed in the subsequent phase of work.

- o Refine ERA's existing computer model which calculates potential retail sales and supportable square feet by retail category based on income characteristics, population projections, and varying capture rates. ERA will use detailed expenditure data for demographic groups published by the U.S. Department of Labor in the Consumer Expenditure Survey: Diary Survey, July 1972 - June 1974, published in 1977, and the Consumer Expenditure Survey: Integrated Diary and Interview Survey Data, 1972-1972, published in 1978. The use of a computer model will facilitate the analysis of the impact of projected growth in varying market segments, and of the effect of increasing market penetration of varying market segments through alternative retail strategies. (A chart developed by ERA to relate retail expenditures to income is shown in Exhibit 4.)

- o Using the computer model described above, project ranges of potential retail sales and supportable new space in Downtown Crossing by retail store type, under alterantive scenarios, taking into account: varying levels of public and private investment in Downtown Crossing; current penetration rates; prior attitudinal and quantitative survey research; demographic projections; downtown office development planned.

Product: A technical working paper describing the analyses and projections described above.

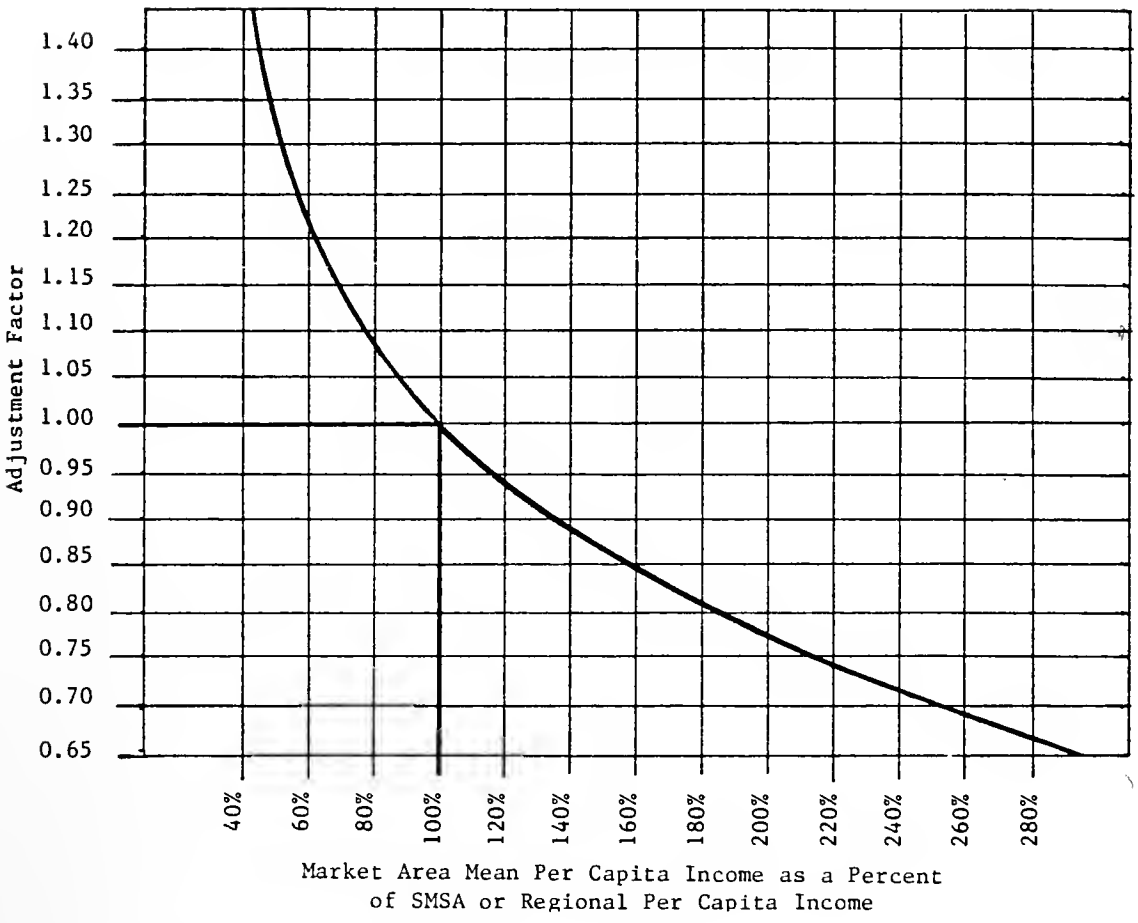
PHASE II: STRATEGY DEVELOPMENT

Task II.1. Second Brainstorming Session

Objective: To bring together the creative thinking and expertise of the foremost retailers and business leaders to react to the economic

Exhibit 4

EXPENDITURE FACTOR ADJUSTMENT CURVE



Example:

Assume Expenditure Factor for SMSA for a particular store type = 5% or,	0.0500
Per Capita Income for Market Area =	$5,220
Per Capita Income for SMSA or Region =	$6,000
Therefore: Market Area % of Region Per Capita Income =	87%
Reading from Chart, Adjustment Factor =	1.05
Adjusted Expenditure Factor for Market Area is therefore 0.0500 x 1.05 =	0.0525

analyses and attitudinal survey research conducted thus far, and to formulate strategies to improve the Downtown Crossing's regional capture and appeal.

Approach: ERA will hold a second all-day session with those experts and participants identified in Task I.2. An agenda will be prepared which will touch upon issues raised in the prior market research, in the previous brainstorming session, and which encourages specific recommendations as to themes, retail mix, merchandising strategies, promotion, etc.

Product: A summary memorandum which highlights the implications of future retailing/economic trends, and makes specific recommendations as to retail management and marketing techniques, and design changes.

Task II.2. Strategy Development

Objective: To develop a detailed strategy or "action plan" for the Downtown Crossing retail district which draws upon the prior market research and which recommends specific actions to be taken to increase the area's capture of the regional market.

Approach: ERA will develop an action plan which maximizes the participation of Downtown Crossing owners, merchants, local corporations and city agencies, and which integrates physical improvements with the management, and promotion, of the Downtown Crossing. As part of the strategy development, ERA will:

- Identify the positive and negative attributes of the Downtown Crossing retail area.
- Compare the costs and benefits of doing business in a shopping center to doing business in the downtown.
- Analyze the characteristics of a shopping center which give it a competitive advantage over a downtown business district, in order to identify those characteristics which could be adapted to the Downtown Crossing to improve its competitive postion. For example, one of the keys to the continued economic success of numerous regional shopping centers is the fact that such facilities are typically owned by a single entity or

corporation. Through extensive tenant lease provisions, management establishes control of the completeness and mix of tenants, provides enforcement of sign control, hours of operation, maintenance of interior spaces, and employee parking. Typically, the lease also states that membership in the Merchant's Association is mandatory.

The retailers of Downtown Crossing cannot duplicate the exact plan of a regional shopping center, but they can adapt on a more voluntary basis some of the concepts and management approaches discussed above.

- In coordination with the land use consultant and the BRA staff, relate the performance of sub-areas of the Downtown Crossing retail area to the following factors: pedestrian volumes, parking, traffic, surrounding land uses, public amenities, public transporation, shopper origin, store hours, and nighttime activity. Based on the analysis of these sub-areas and on ERA's knowledge of retail developments in other cities, and in coordination with the land use/Urban Design Analysis Consultant, develop physical design recommendations to improve retail performance.

- Identify, based prior market research tasks, "target" markets to be the object of increased penetration through increased promotion, new merchandising practices, new developments, themes, etc.

- Recommend the type of tenant and merchandise line most appropriate for the Downtown Crossing.

- Develop specific retail merchandizing and promotional recommendations which promote the Downtown Crossing and industrial store types. The Downtown Crossing Association already promotes events and combined advertising by association merchants. ERA will develop further recommendations along these lines, including, for example:

  - Monthly Downtown Newsletter: Downtown retail activity has been enhanced in many communities through the use of a monthly newsletter which disseminates information on downtown planning, new development projects, and store openings cultural and entertainment events, retail and restaurant facilities, special sales, and charges in store hours. Distribution can be handled a variety of ways, including inserts in local newspapers, distribution at hotels, etc.;

  - Audio visual presentations;

- Advertising to reach the market segments identified in Phase I;

- Development of themes;

- Additional promotional events.

o Recommend activity-generating, non-retail public facilities which will increase activity in the Downtown Crossing area during evenings and weekends.

Product: A technical working paper containing the strategy recommendations developed under Phase II.

PHASE III. IMPLEMENTATION STRATEGIES

Objective: To recommend alternative entities and mechanisms to implement the strategies formulated in Phase II, to ensure that the program will be "do-able."

Approach: ERA will analyze the strengths and weaknesses of alternative implementation mechanisms, based upon the following:

o A third all-day brainstorming session/workshop to be attended by persons involved in the actual implementation of retail development/revitalization plans in other cities.

o Analysis of the experience of other cities in implementing retail development strategies, including identification of organizational characteristics, funding sources, and special legislation, tools, and incentives.

o Analysis of the strengths and weaknesses of the Downtown Crossing Association, other organizations and government bodies connected with the Downtown Crossing retail area

o Identification of potential implementation tools and funding sources for Downtown Crossing revitalization, including:

- federal funding sources
- loan guarantee programs
- loan subsidy programs
- private funding sources
- special tax assessment districts
- tax increment financing

- creative zoning ordinances
- property tax incentives
- transfer development rights
- downtown nonprofit economic development corporation.

Product: A written report reviewing alternative implementation mechanisms examined under Phase III and recommending the most appropriate organizational entitites and special mechanisms to implement the Downtown Crossing retail development strategy.

FINAL REPORT

A final report will be prepared which incorporates the products of Phases I, II and III into one document. This report will include the methodologies, assumptions, analyes, survey results, projections, recommended strategies and implementation plans developed in the above Scope of Work.

IV. BUDGET AND SCHEDULING

The preceding Scope of Services can be completed within 5 months of the receipt of authorization to proceed. A preliminary cost breakdown is presented below. A more detailed budget will be prepared at a later date after discussion with the BRA and refinement of the Scope of Work.

	Work Task	Cost
I.	Economic Analysis	$ 60,000
II.	Strategy Development	$ 30,000
III.	Implementation Strategy	$ 20,000
Total		$110,000

V. PROJECT MANAGEMENT AND STAFFING

ERA forms unique teams of qualified individuals to meet the technical requirements of each project. The project team described below is composed of ERA professionals that bring a wide array of experiential and educational credentials to the project. Resumes for these personnel are included with this proposal.

Thomas J. Martin, Vice President and Manager of the Boston ERA office, will serve as Project Director for this assignment, providing overall direction, supervision and technical guidance. Mr. Martin has extensive experience in urban development and retail analysis. He has been broadly involved in retail and commercial market studies for private and public clients in numerous cities across the U.S., including Philadelphia (the Market Street East Redevelopment Project) and Boston (the Charlestown Navy Yard). He has lectured at MIT on retail evaluation techniques.

Other staff members proposed for this project include Marie H. Keutmann, Senior Associate. Ms. Keutmann has extensive experience in retail analysis and downtown revitalization work, including studies in Burlington, Vermont; Stamford and Norwalk, Connecticut; and Boston, Massachusetts. Ms. Keutmann was formerly a chief research analyst for the BRA, where her responsibilities included analyses of the potentials for retail development in the downtown and in the neighborhoods. Ms. Keutmann authored a number of the BRA's retail market studies, including the Summary of Downtown's Capture Retail Market of Office Employees and New Apartment Dwellers: Where They Shop and Why, 1975.

Don M. Stewart, Vice President, is one of the leading consultants in the area of specialty retail analysis. His work in this area has encompassed numerous studies throughout the country, including work in Los Angeles, California; Ft. Worth, Texas; St. Louis, Missouri; and Kansas City, Kansas. He authored the specialty retail chapter in Market Research for Shopping Centers, published in 1980 by the International Council of Shopping Centers.

Wayne A. Lemmon, Senior Associate, has conducted comprehensive retail and office market evaluations for a number of commercial centers throughout the country. He is the author of The Market Analysis Workbook, written for small and moderate retail and service establishments, and has recently co-developed a computerized retail market analysis model.

Herbert W. Sprouse, Consultant, has recently completed the retail, office, hotel, and tourist market evaluations for a $150 million mixed use revitalization plan in Tampa, Florida. Another recent project included retail sales analysis for a revitalization plan in Stamford, Connecticut.

J. Richard McElyea, Senior Vice President, has extensive experience in all aspects of community development and downtown revitalization. His downtown development work has encompassed assignments in Washington, D.C.; Los Angeles and San Francisco, California; Seattle, Washington; Atlanta, Georgia; and Denver, Colorado.

William W. Owens, Associate, has extensive experience in the field of retailing. Prior to joining ERA, Mr. Owens was employed by the Gap Stores, a national specialty retail chain, as a district manager and regional merchandise manager.

Stephen Spigel, Associate, has conducted comprehensive survey work in downtown retail studies in a number of Michigan communities. He has also directed detailed data collection for various housing studies in virtually every state in the country.

Steven M. Billing, Senior Research Associate will serve as project manager for Decision Research Corporation. Mr. Billig has served as project director for numerous studies including product testing, image and awareness studies, and advertsing tracking studies.

Melvin A. Gamzon, formerly of ERA and now Director of Development at the Perini Construction Company, will participate as an advisory

member in the workshop session. Mr. Gamzon is a specialist in retail revitalization and specialty retail center planning. He is a frequent lecturer on the subject of downtown retailing and has addressed the annual meetings of the American Bankers Association, the International Council of Shopping Centers, and the National Trust for Historic Preservation.

RESUMES

THOMAS J. MARTIN, Vice President
Qualifications in Urban Economic Development

Mr. Martin has had extensive experience in land use, urban development and public program development. This experience has involved housing, retail, and industrial market analysis for private and public development projects in numerous cities as well as responsibility for the economic components of urban renewal plans and economic development plans for various cities. Most recently, Mr. Martin has been involved in an urban economic development study for the city of New Haven, Connecticut.

Mr. Martin directed economic analysis for the Boston Naval Shipyard Reuse Study for the city of Boston. This study, which included adaptive reuse of existing structures, evaluated the marketability and feasibility of various alternative reuse plans for the shipyard, tested the economic feasibility of the proposals for implementation by the private sector and performed a detailed benefit/cost analysis of the proposals, indicating direct costs and benefits to the city of Boston. Indirect benefits of the alternate plans were also evaluated, including employment opportunities and wages generated. This plan is currently being implemented.

Mr. Martin has been broadly involved in central business district revitalization and neighborhood revitalization program planning and implementation in numerous cities. He directed ERA's involvement as a subcontractor to the Lowell Team for economic planning on the proposed Urban National Cultural Park in Lowell, Massachusetts. This study was prepared for the Lowell Historic Canal District Commission and includes an evaluation of the role of the Cultural Park in revitalizing downtown Lowell. For the New England River Basins Commission, Mr. Martin evaluated the economic components of the reuse of urban waterfronts in southeastern New England.

In the area of industrial development consulting, Mr. Martin directed ERA's efforts to prepare a comprehensive industrial growth strategy for the city of Wilmington, Delaware. Critical elements of this study were the preparation of a target industry evaluation, the necessary public improvements required to attract new businesses to this city, and public costs and benefits associated with industrial expansion. Additionally, he was responsible for the market and financial feasibility studies of the Boston Marine Industrial Park to be located at the South Boston Naval Annex.

Mr. Martin's educational background includes a B.A. degree from Southern Illinois University and a Masters degree in Urban Planning from the University of Washington. Mr. Martin has lectured at a number of universities on economic development topics including Harvard, MIT and the University of Rhode Island. He is a co-author of *Adaptive Use: Development Economics, Process and Profiles* (Urban Land Institute, 1978) as well as other publications dealing with issues of economic development planning. He is a member of the National Council for Urban Economic Development, the Urban Land Institute, American Real Estate and Urban Economics Association, the American Institute of Certified Planners, and the National Association of Housing and Redevelopment Officials.

ECONOMICS RESEARCH ASSOCIATES

MARIE H. KEUTMANN, Senior Associate
Qualifications in Community Revitalization and Retail Development Planning

Ms. Keutmann has extensive experience in community revitalization and retail development planning, in numerous cities and towns, including Stamford and Norwalk, Connecticut; Boston, Maynard, and North Easton, Mass.; and Burlington, Vermont. This experience has included revitalization strategies for both downtowns and neighborhood business districts.

Most recently, Ms. Keutmann has directed a revitalization study for a 15 acre waterfront area in Norwalk, Connecticut. This study has included evaluations of the marketability and feasibility of alternative redevelopment schemes for the area, the comparison of the costs and benefits of the alternative schemes, selection of a preferred development scheme, and financing strategies. Market analyses were performed for retail, office, hotel, and marina uses.

Ms. Keutmann is currently directing a revitalization study for Codman Square in Dorchester, a neighborhood of Boston. This commercial area has suffered a decline due to population losses and social change, requiring innovative strategies to restore economic vitality to the Square.

Prior experience in community revitalization includes preparation of a revitalization plan for South Norwalk, Connecticut, including feasibility analyses for retail, office, residential and hotel uses as well as an aquarium and a marine museum. The reuse of key buildings and parcels in South Norwalk by private developers is now underway, and public street improvements crucial to the area's revitalization are in progress.

In Burlington, Vermont, Ms. Keutmann analyzed retail potentials of the downtown, and formulated strategies to realize those potentials. As a result of this work, the Church Street Marketplace, a pedestrian mall, is now under construction.

In Stamford, Connecticut, Ms. Keutmann formulated strategies to minimize the adverse impacts on existing retailers of a one million square foot shopping mall now under construction in the downtown, and to enable existing retailers to benefit from the increased retail traffic in the downtown after completion of the mall.

Prior to joining Economics Research Associates, Ms. Keutmann worked for the Boston Redevelopment Authority, where her responsibilities included analyses of the potentials for revitalization of the retail core of Boston and of eleven of the City's neighborhood business districts.

Ms. Keutmann has a Bachelor of Arts degree from Smith College and a Master of Business Administration degree from Columbia University.

DON M. STEWART, Vice President

Tourism, recreation, and land economics constitute the major areas of Mr. Stewart's research expertise, and he has conducted numerous studies in these fields during the seven years he has been on the staff of ERA.

Mr. Stewart's recreation experience encompasses analyses of residential and lot sales potentials of several developments adjacent to golf courses or marinas; a feasibility analysis of a major theme park in Kansas City; a site selection study for an aquarium attraction in Southern California; an evaluation of potential for a sky ride at Pine Mountain State Park in Kentucky; and planning studies for two prestige tennis club projects in California. Mr. Stewart also has performed numerous feasibility studies for specialty-restaurant entertainment centers throughout the country. These studies include analysis of retail, restaurant, and entertainment potentials for Ports O'Call, San Pedro; Fisherman's Village, Los Angeles Marina; Half Moon Bay Center; and Old Towne Mall, Torrance. Other planning studies relating to specialty-restaurant developments have been conducted for prime clients in Mountain View, Pomona, and Huntington Beach, California, together with evaluations of similar potentials for the River Quay in Kansas City, The Old Post Office in St. Louis, and the Stockyard Restoration Committee in Fort Worth. This wide range of experience in this field of research qualifies Mr. Stewart as one of the leading consultants in this particular area of evaluation.

Mr. Stewart's project experience further includes an analysis of the redevelopment potentials of General Burnside Island State Park in Kentucky, a project funded jointly by the state and by local private enterprise in the interest of stimulating recovery from a severe local economic depression. Mr. Stewart also participated in the ERA research effort which identified tourism development potentials in Ventura, California, aimed at determining specific recreation projects that might be undertaken. Other experience includes a site selection study for a chain of Ripley's Believe It Or Not Museum attractions in Japan; a feasibility study of establishing a major recreation attraction in Australia; an analysis of the recreation land development potentials of the Gulf Islands located offshore of British Columbia; a determination of outdoor recreation development opportunities in the Castaic Reservoir area in Southern California; and an evaluation of potential for a cultural center as part of an urban renewal project in downtown Honolulu, Hawaii.

Mr. Stewart holds a B.A. degree from the University of California at Santa Barbara.

ECONOMICS RESEARCH ASSOCIATES

WAYNE A. LEMMON, Senior Associate
Qualifications in Market Analysis and Commercial Development

Mr. Lemmon has conducted a large number of commercial development and market evaluations for both private and public sector clients, as well as personally conducting research into retail market analysis techniques.

Since joining Economics Research Associates, Mr. Lemmon has conducted comprehensive retail and office market evaluations for a number of commercial centers ranging from major city central business district projects to neighborhood commercial centers. For the Market Street East Corporation in Philadelphia, Mr. Lemmon managed the economic impact evaluation as part of the Environmental Impact Statement for Gallery II, a major multi-use complex featuring an interior retail gallery, department stores and office buildings. As part of this assignment, Mr. Lemmon assessed the market support for the overall project, and particularly the market impacts on surrounding retail and office developments within the CBD, as well as the remainder of the city. For the City of Dearborn, Mr. Lemmon completed a detailed market projection for retail facilities. Other representative projects include market support analysis, market impact analysis, and financial and cash flow analyses for Bridgewater Commons, a major retail and office town center project proposed by the Ernest W. Hahn Corporation. Mr. Lemmon has also conducted detailed market evaluations for a number of neighborhood business districts, including the Flower Avenue-Piney Branch district, which proved to be the first recipient of a commercial rehabilitation loan from the state of Maryland.

Prior to joining ERA, Mr. Lemmon conducted detailed market evaluations and assessments of commercial development potential for several key commercial areas. As part of one of these assignments, Mr. Lemmon developed a computerized analytical model for the city of Cincinnati which simultaneously evaluated the projected market support for the city's 25 largest neighborhood commercial areas, providing specific sales projections for a detailed listing of retail establishments.

Mr. Lemmon has personally conducted further research into market analysis techniques and has formulated a series of market and financial evaluation models now used by ERA. In 1978 he presented to the American Institute of Planners a report on retail market analysis in neighborhood commercial areas, and he is the author of *The Market Analysis Handbook*, published by AMACOM in the spring of 1980. Mr. Lemmon has also developed a retail market analysis model in association with Urban Decision Systems, a computerized demographic data service.

Mr. Lemmon holds a Bachelor of Architecture degree from Cornell University and a Master of Urban Planning degree from the City University of New York. He is a member of the American Planning Association.

HERBERT W. SPROUSE, Consultant
Qualifications in Market Analysis

Mr. Sprouse is an experienced researcher, project manager, and consultant. Skilled in economic and financial analysis, sample survey design, retail analysis, demographic analysis, and program evaluation, he has conducted major studies and consultancies for public and private clients. Mr. Sprouse has performed a wide variety of studies in the areas of retail analysis and labor market economics. A recent project in this area involved a multi-element revitalization plan for the South End of Stamford, Connecticut. In this study, Mr. Sprouse examined retail sales impacts, employment impacts, property tax revenues and government services impacts.

In Tampa, Florida, Mr. Sprouse conducted a study to develop a multi-use redevelopment plan for historic Ybor City. This district, containing important historic buildings and a unique Latin culture, was evaluated for specialty retail, office, hotel, residential, and entertainment land use potential. The integral importance of regional tourism and the impact of nearby downtown development activity were also analyzed.

Recently, Mr. Sprouse conducted a fiscal impact analysis and market study critique for a proposed regional shopping center near New Haven, Connecticut. He also prepared a study of the development potentials of a 600 acre property located near Saratoga Springs, New York. Markets for primary and second homes, retail, office, and hotel users were evaluated.

During 1978 and 1979, Mr. Sprouse was involved in a large-scale economic impact study of the arts and cultural sectors of the New England economy. This study, funded by the National Endowment for the Arts, the U.S. Department of Commerce, and the New England Foundation for the Arts, assessed the economic impact of cultural institutions, the arts activities of educational institutions, and the impact of cultural audiences on tourism and the regional economy. As part of this project, Mr. Sprouse was responsible for the design and implementation of a study to measure the demographic characteristics and the economic impact of audiences on a regional basis. This effort is believed to be the most comprehensive study of its type ever undertaken.

Prior to joining ERA, Mr. Sprouse worked as an independent management consultant. He holds the following degrees: Master of Public and Private Management, Yale University; M.M. Yale University; B.M. summa cum laude, Ithaca College.

J. RICHARD McELYEA, Senior Vice President
Qualifications in Community Development and Downtown Revitalization

Richard McElyea is involved with clients on a national basis, working with Economics Research Associates offices in Los Angeles and San Francisco, California; Chicago, Illinois; McLean, Virginia; Boston, Massachusetts; Atlanta, Georgia; and Orlando, Florida. He supervises a wide range of assignments in housing, urban land development, community development and downtown revitalization, transportation, recreation/tourism economics, arenas and convention centers, and corporate real estate consultation.

Mr. McElyea's background includes more than 17 years of experience in economic consulting combined with 3 years in the housing industry. In the field of community development and downtown revitalization, Mr. McElyea has had responsibility for assignments in a number of cities throughout the country. These include Washington, D.C.; Greenville and Rock Hill, South Carolina; Los Angeles, San Francisco, Pasadena, Redondo Beach, Anaheim, and Sunnyvale, California; Boulder, Colorado; Tucson, Arizona; Seattle, Washington; and Clearwater, Florida (as a member of the Urban Design Assistance Team). The scope of these assignments has ranged from complete downtown redevelopment potential and implementation programs for cities such as Boulder, Sunnyvale, Anaheim, Los Angeles, and Greenville to more specialized assignments such as waterfront redevelopment programs for Redondo Beach and Seattle and redevelopment programs oriented around sports, convention, and cultural complexes such as the Pueblo Center in Tucson, the Yerba Buena Center in San Francisco, and the Pasadena Convention and Cultural Complex. Other revitalization programs have focused on recreation and tourism attractions such as Pueblo de Los Angeles (Olvera Street) in downtown Los Angeles and the Redondo Plaza Pier Recreation and Specialty Shopping Area.

Mr. McElyea was one of the original vice presidents of Economics Research Associates. He was also president and co-founder of Development Research Associates, the real estate and economic consulting division of Booz, Allen and Hamilton, Inc. He began his economic consulting career as an industrial economist at Stanford Research Institute in Menlo Park, California, and subsequently served as manager of land economics and community facilities research for the Institute's Southern California Laboratories. He spent three years on the staff of Oddstad Homes (now Challenge Development Company).

A graduate of Stanford University, Mr. McElyea earned his Bachelor's degree in economics and a Master's degree in business administration at the Stanford Graduate School of Business, specializing in market research and finance. He is a frequent speaker to professional and civic groups on the subjects of real estate, community development, and recreational economics. Mr. McElyea is a member of the following professional organizations: National Association of Housing & Redevelopment Officials; Executive Group, Urban Land Institute; Travel Research Association; League of New Community Developers; and Lambda Alpha (national land use fraternity).

WILLIAM W. OWENS, Associate

Mr. Owens has a broad base of experience in management, planning and business analysis. Since joining Economics Research Associates, he has participated in consulting assignments in the fields of real estate, tourism, recreation and economic impact analysis.

In the field of real estate analysis, Mr. Owens has been actively involved in property valuation studies conducted for the Trustees of the Penn Central Corporation. His work has included analysis of market conditions for residential, commercial and industrial property in a number of metropolitan areas. For other private sector clients, Mr. Owens has analyzed market support for several mixed-use projects, including the proposed Rosecroft Metro Center in Prince Georges County, Maryland. Other work completed by Mr. Owens includes a market study for moderate income housing in Fairfax County, Virginia; a market and feasibility analysis for a resort development in southern Maryland; and a study of management and organizational strategies for a 2,400-acre industrial park in Greenville, South Carolina. Mr. Owens is currently working as a member of a consulting team to prepare a master plan for the Federal Triangle in Washington, D.C.

In the area of tourism, Mr. Owens participated in a comprehensive tourism development study for the state of Maryland. The first phase of the study involved identification of private sector development opportunities. In the second phase of the study, detailed market and feasibility studies were conducted for six individual concepts. Mr. Owens prepared studies for overnight cruises on Chesapeake Bay, a steam railroad attraction, a specialty shopping complex, and the restoration of an historic inn. The studies are currently being used as promotional tools by the State Department of Economic and Community Development.

Mr. Owens has conducted a number of recreation projects for both private and public sector clients. His work in this field has included market studies for an ice skating rink, indoor tennis courts and racquetball courts. For the Memphis Park Commission, Mr. Owens prepared a market and feasibility study for a wave pool.

In the field of economic impact analysis, Mr. Owens participated in the preparation of an environmental impact statement concerning the realignment of the Navy's recuit training command facilities in San Diego, California; Great Lakes, Illinois; and Orlando, Florida.

Prior to joining Economics Research Associates, Mr. Owens was employed by The Gap Stores, a national specialty retail chain, as a district manager and regional merchandise manager. Mr. Owens has also served as a naval aviator and air traffic control officer with the U.S. Navy.

Mr. Owens is a graduate of the United States Naval Academy with a B.S. degree. He received an M.B.A. degree from the Harvard Graduate School of Business Administration.

Stephen Spigel
Qualifications in Survey Research and Market Analysis

In the areas of survey research design and market research, Mr. Spigel has assumed responsibility as either research director or principal investigator on a variety of projects. This includes a special telephone survey of 400 randomly selected Kalamazoo, Michigan residents conducted to determine shopper patterns, retail expenditures, and store preferences. This survey was part of a comprehensive downtown revitalization study focusing on retail trade in Kalamazoo. A related study conducted for a private developer interested in determining the demand potential for luxury condominiums on the basis of income and equity position in present homes.

In addition to these special studies, Mr. Spigel is currently providing a variety of technical services to the Division of Power and Rates of the Tennessee Valley Authority. This project combines an assessment of 10 separate housing markets in the TVA region, and the administration of home and telephone interviews with over 1000 households in the area. The purpose of this research is to assist TVA in the development of a market strategy for the sale of energy efficient and passive solar-assisted housing.

Other large scale projects involving survey research methods and market analysis include a national study of market acceptance of solar energy for the Department of Housing. This large scale, long-term study required detailed data collection (field as well as telephone follow-up) for solar-assisted housing projects in 45 states. At each site, economic and market data was collected from purchasers, lenders and builders. Mr. Spigel had responsibility for research and management phases of this 5 year demonstration program, including the development of over 30 detailed questionaires, training of professional field staff, data analysis, and report preparation.

Between 1970-1972, Mr. Spigel was a Research Associate at Cornell University and the University of Chicago. Recently, he lectured on the market and financial feasibility of solar energy at state sponsored conferences. He is an instructor at solar workshops for the financial community and appraisers; and is a member of a Solar Energy Research Institute Panel on residential and commercial market penetration of solar applications.

Mr. Spigel holds a Bachelor of Science from Bradley University and a Masters degree in Research Methods and International Studies from the State University of New York.

STEPHEN M. BILLIG

SENIOR RESEARCH ASSOCIATE

Mr. Billig serves as a project director in a number of research areas. He is also an internal consultant in the area of data processing.

As a project director, Mr. Billig has conducted product and concept tests for consumer products firms, advertising tracking studies, and image and awareness studies. He has conducted studies in the banking and computer industries. In his consulting role, he is involved in the development of specialized data processing applications both for clients and for internal purposes.

Prior to joining DRC, Mr. Billig conducted and participated in numerous research programs in the areas of education, economics, transportation, and health. He holds an M.A. in sociology from Tufts University and a B.S. in biology from Bucknell University.

QUALIFICATIONS

QUALIFICATIONS OF ECONOMICS RESEARCH ASSOCIATES

Economics Research Associates was established in 1958 in response to the growing demand for creative solutions to business and governmental problems which satisfy practical objectives and meet today's compressed time schedules. The standards of thoroughness and excellence set by ERA in the conduct of research, preparation of reports, and presentation of results have enabled the organization to expand dramatically the range of its services and the territorial scope of its activities.

ERA currently offers a full range of economics research studies, planning programs and related consulting services, and is employed by clients throughout the United States and in many foreign countries and territories. Since its inception, ERA has successfully completed more than 6,500 research and consulting projects in the fields of urban revitalization; industrial, commercial, and retail development; transportation; urban land economics; recreation and tourism; and government programs and policy analysis. ERA is headquartered in Los Angeles and maintains fully staffed offices in Boston, San Francisco, Chicago, McLean (Washington, D.C. area), and Ft. Lauderdale. ERA also maintains field offices in New York City, as well as New Bedford, MA.

The ERA staff consists of some 80 professionally trained and experienced researchers, most of whom have advanced degrees in business administration, economics, public administration, or related fields. This staff is committed to the highest professional standards of discretion and technical proficiency. Each member has been chosen for his or her experience and proven ability. The range of skills and academic training encompasses economics, real estate, marketing research, urban planning, transportation, systems analysis, and long-range forecasting.

Since its inception, ERA has developed a substantial background in retails studies throughout the United States. Retail analyses have been completed for most major retail/commercial developers in the country. ERA's client list includes:

- Edward J. DeBartolo Corporation
- Homart Development Company
- Montgomery Ward
- Ogden Development Corporation
- Olympic & York Development, Ltd.
- Pennsylvania Avenue Development Corporation
- J.C. Penny
- Perini Land & Development Corp.
- The Philadelphia Redevelopment Authority
- Rockefeller Center, Inc.
- The Rouse Company
- Melvin Simon Development Company
- Urban Investment & Development Corporation

The following sections describe some of the project experience of ERA and its staff in retail development planning and urban revitalization; subsequently, descriptions may be found for selected projects conducted in the Massachusetts area.

PENNSYLVANIA AVENUE RETAIL STUDY; WASHINGTON, D.C.

ERA was retained by the Pennsylvania Avenue Development Corporation to investigate the retail potential for this major downtown program in Washington, D.C. In this assignment, we evaluated segmented markets -- city, suburban, tourist, and other visitor markets -- in order to identify potential retail penetration by specific types and levels (high fashion, medium quality, etc.) of retail use which could be supported in the downtown. Recommendations were formulated as to square footage and locations of these retail nodes. A high fashion component and expansion of a medium range retail facility are under development.

MARKET STREET EAST REDEVELOPMENT PROJECT; PHILADELPHIA, PENNSYLVANIA

ERA served as marketing and development consultant for the Market Street East redevelopment program. This project involved the clearance and intensive rebuilding of a ten-block area in Center City, Philadelphia. The result will be a multi-level Transportation Mall complex, including an underground rail tunnel and commuter terminal, retail shopping arcades, theaters, several office buildings, a hotel, parking structures, offstreet bus loading facilities, and direct connection with existing subway systems. All of these uses will be integrated by means of an enclosed concourse. Private structures will contain approximately seven million square feet of office space and more than one million square feet of retail space.

Total investment, upon completion, will reach $800 million. Portions of the project that have been completed include a new Gimbels Department Store, four-level retail mall connecting the new store with an existing store containing 200,000 square feet of space, and 250,000 square feet of specialty retail space.

ERA's assignments in this project have included, among others, a determination of multi-year market support for the commercial and retail district, analysis of the tunnel connecting the region's two commuter railroads, and the design of an organization to manage and maintain public and common areas of the complex. The current status of this project is marketed by the completion of a multi-tenant office building, the current development of a new department store, multi-level specialty retail complex, a climate-controlled pedestrian mall, and the recent approval of funds for the completion of the commuter rail tunnel. Most recently, ERA completed an extensive study of the effects of the retail mall on the Center City for inclusion in the Environmental Impact Statement on the project.

RETAIL STRATEGY; MIAMI, FLORIDA

The Downtown Development Authority of Miami, Florida has recently retained ERA to prepare a retail marketing, management, and financing strategy for Flagler Street in downtown Miami. The study will focus on reinforcing this primary retail street for local residents, regional visitors, and tourists. Specifically, ERA will formulate economic goals and objectives, determine existing retail conditions and trade characteristics, establish a general picture of the Flagler Street CBD retail market potential, and prepare recommendations for phased management, financing and marketing actions to be implemented in the future.

FANEUIL HALL MARKETPLACE; BOSTON, MASSACHUSETTS

The Faneuil Hall Marketplace complex, originally constructed in 1928, through the adaptive reuse process has been recycled into a major specialty retail/restaurant and office complex with 375,000 square feet of leasable space. Public investment in this significant project exceeds $12 million with private financing adding an additional $30 million. ERA served as consultant to the James W. Rouse Development organization on the specialty retail uses of the marketplace. The retail component at Faneuil Hall generates retail/restaurant sales which are more than double the typical sales volume at conventional shopping centers.

MARKET AND FINANCIAL ANALYSIS OF BROADWAY PLAZA; LOS ANGELES, CALIFORNIA

Ogden Development Corporation developed the well-known Broadway Plaza multi-use complex in downtown Los Angeles, which contains office buildings, a Hyatt Regency Hotel, a department store, and a retail concourse. ERA conducted the market support analyes for this project and also developed the retail mix and basic leasing plan for the shops and restaurant in the complex, including specification of the type of tenant for each shop, the amount of floor area for each, and attainable rental rates.

DOWNTOWN RETAIL DEVELOPMENT PLAN; STAMFORD, CONNECTICUT

Economics Research Associates was retained by the City of Stamford to recommend a retail development program for downtown Stamford which will mitigate any negative impacts on existing businesses caused by a million square foot downtown shopping mall now under construction. As part of this analysis ERA surveyed retail merchants in the Downtown, projected the level of supportable new space in the Downtown, and assessed the economic impact of the new mall on existing businesses. ERA developed a retail strategy for the Downtown to promote the economic well being of

existing merchants through promotional campaigns, recommended changes in pedestrian and vehicular circulation, and linkages to the new mall.

COMMUNITY BUSINESS REVITALIZATION; LOS ANGELES COUNTY, CA

In October of 1980, ERA began an intensive 6-month community revitalization study involving 12 unincorporated communities in Los Angeles County, California. The study included drawing up community profiles; identifying candidate sites for the Community Business Revitalization (CBR) Program; conducting physical inventories of each area; preforming household/consumer/merchant surveys; analyzing the market support for retail development; and providing a series of recommendations for the establishment of a CBR program in each of the 12 targeted areas. Based on the results of this study, the County of Los Angeles is currently drawing up plans for the implementation of the CBR program in each of the 12 targeted communities.

INTERNATIONAL COUNCIL OF SHOPPING CENTERS PUBLICATION

ERA professionals prepared the section on specialty shopping centers for the International Council of Shopping Centers' 1980 publication entitled "Market Research for Shopping Centers." This book contains one of the most comprehensive studies of market research as it applies to the shopping industry and in effect is a text for shopping center evaluation.

DOWNTOWN BURLINGTON RETAIL DEVELOPMENT STRATEGY; BURLINGTON, VERMONT

ERA completed a study of the retail development potentials to be realized as a result of proposed transit improvements and public amenities in downtown Burlington. ERA completed projections of market support for retail developments under various levels of public and private investment. As part of this project, ERA also completed an analysis of the economic and fiscal impacts generated by these developments on the City of Burlington and the likely economic impacts that a proposed major regional shopping center would have on the business productivity levels and future retail growth potentials in the downtown. A comprehensive retail development strategy was prepared which formed the basis for the establishment of the Church Street Marketplace project. The Urban Mass Transportation Administration has committed $5.7 million for public infrastructure improvements in the downtown area.

RETAIL SPACE IMPLEMENTATION STRATEGIES AT ABC ENTERTAINMENT CENTER; LOS ANGELES, CALIFORNIA

In the early 1970s, ABC developed an office/retail complex in the Century City area of Los Angeles called the ABC Entertainment Center.

ABC subsequently retained ERA to define an implementation program relative to the remaining retail space. ERA identified and evaluated alternative implementation strategies relative to a number of issues, namely: capital improvements; optimal near-term tenancy potentials; long-term tenancy objectives and opportunities; and management structure to achieve tenancy objectives.

REVITALIZATION STRATEGY FOR DOWNTOWN SAVANNAH; CITY OF SAVANNAH, GEORGIA

ERA completed an overall economic development plan for the downtown area of Savannah, Georgia. In this project, ERA prepared analyses of the market support for a farmers' market, office, retail and other uses; conducted shoppers and merchants surveys; and identified and prepared a prospectus for six development opportunities, including the reuse of two historically significant buildings. A special analysis on ways to improve retail trade on Broughton Street, the main shopping district in the downtown, was also conducted.

DOWNTOWN REDEVELOPMENT PLAN; CITY OF GRAND HAVEN, MICHIGAN

ERA was recently retained by the City of Grand Haven, Michigan to conduct a comprehensive downtown revitalization study. This analysis included detailed data collection of population, employment, and income trends, in order to project the market potential for retail goods and services, office space, hotel accommodations, and housing.

"YERBA BUENA" CONVENTION CENTER; SAN FRANCISCO, CALIFORNIA

The Redevelopment Agency of the City and County of San Francisco contracted with ERA to evaluate the economic and financial performance of the 275,000 square foot convention/exhibition facilities known as the Yerba Buena Center. Major components of the public facilities program include: exhibit and convention facilities, 2 legitimate theatres, a museum, retail specialty area, and 2 parking garages. The economic and physical environment of the project was analyzed, and projected use and economic performance studies were conducted for each proposed component of the Center. Based on these analyses, the overall performance of the Center was evaluated, and sensitivity to the deletion of certain facilities were included.

RETAIL MARKET STRATEGY; HAYWOOD, CALIFORNIA

The Taubman Company, Inc. retained Economics Research Associates as real estate consultants to analyze investment options in their 88,000 square foot retail center located in Haywood, California. The Taubman Company had raised serious long-term questions regarding the physical and

functional nature of the subject center, which was built in 1960. To help them determine the best development plan, ERA examined existing and potential market support for uses and mix of uses contemplated by Taubman; evaluated the physical capacities and potential constraints of the property for new uses; and provided advice on modifications considered necessary to accelerate market penetration and financial capabilities of the subject property.

NEIGHBORHOOD RETAIL REVITALIZATION; SPRINGFIELD, MA

As part of a redevelopment strategy for a business district in Springfield, Massachusetts, ERA was retained by the City of Springfield to conduct a retail market evaluation. The study involved surveying area businesses, quantifying market opportunities and constraints, and analyzing potential market support for various retail and service establishments through 1985. Based on the analysis, ERA drew up an economic revitalization strategy for the study area.

ECONOMIC PLANNING FOR THE UNDERGROUND RETAIL SHOPPING CONCOURSE AT ATLANTIC-RICHFIELD PLAZA; LOS ANGELES, CALIFORNIA

The Atlantic-Richfield Plaza is a two-level underground retail shopping area located beneath the 52-story twin tower office complex developed in downtown Los Angeles for the Atlantic-Richfield corporate headquarters and Bank of America Southern California headquarters. The total leasable area contained in the underground complex is some 155,000 square feet. ERA participated in original physical designing and programming of leasing by conducting shopper surveys and market analysis. These served as a basis for identifying an optimal project physical configuration in terms of tenancy type, size, mix, and locational objectives.

REVITALIZATION PLANNING FOR THE SOUTH NORWALK BUSINESS, HISTORIC AND WATERFRONT DISTRICT; NORWALK, CONNECTICUT

ERA worked with a team of architects and planners on a strategy to revitalize this deteriorating waterfront area in Norwalk, Connecticut. ERA analyzed the market support for retail development along two major streets containing numerous historically significant buildings. ERA surveyed merchants in the study area, and projected supportable levels of retail space under alternative revitalization scenarios. ERA recommended a strategy to link the retail area with waterfront parcels, and to promote retail activity in the study area. As a result of this planning project, major street and sidewalk improvements are under construction, the city has sold key historic buildings to a developer, and renovations are underway. ERA also analyzed the market support for the reuse of older buildings for residential and office uses, and for

the development of a maritime center including an aquarium and marine history museum.

DOWNTOWN REVITALIZATION STRATEGY; KALAMAZOO, MICHIGAN

The City of Kalamazoo, Michigan has retained ERA to develop a series of strategies to revitalize the central business district. This project is involving a detailed analysis of the markets for retail goods and services, office space, hotel accommodation, and housing in the CBD. ERA determined the market potential in these areas and recommended ways to make the downtown more competitive.

WATERFRONT DEVELOPMENT STUDY; NEWBURYPORT, MASSACHUSETTS

For the Newburyport Redevelopment Authority, ERA prepared a market and financial analysis and redevelopment plan for a prime eight acre redevelopment site on Newburyport's waterfront. Land uses which were analyzed included mixed income residential units, a waterfront inn/conference center, specialty retail facilities, and professional office space. Based on ERA's evaluation, a "developer's kit" was compiled for the purpose of attracting a qualified developer for this major project.

REVITALIZATION STRATEGY FOR CODMAN SQUARE; DORCHESTER, MA

ERA is involved in developing a revitalization strategy for Codman Square in the Dorchester neighborhood of Boston. Codman Square is an older neighborhood business district which has steadily declined, due to increased shopping center competition, population decline, and social change in surrounding neighborhoods. As part of this study, ERA is analyzing the market potentials for retail and office development in Codman Square. The analysis of office potentials involves the survey of office developments in nine of the city's neighborhood business districts, in order to develop an understanding of office market trends outside of the downtown.

RETAIL CENTER STUDY; FREEHOLD TOWNSHIP, NEW JERSEY

Homart Development Co. recently retained ERA to conduct a market support study for a proposed 1 million square foot regional shopping center in mid-state New Jersey. This project involved (1) analyzing the trade area population, per capita income, and retail sales expenditures for shopper goods; (2) estimating the potential of the proposed center to capture trade area shoppers' goods expenditures; and (3) calculating the amount of department store and mall area supportable based on space planning parameters provided by Homart. As a result of ERA's conclusions, the project was halted.

C.B.D. RETAIL STUDY; MEDFORD, MASSACHUSETTS

For the Medford Community Development Authority, ERA prepared an economic evaluation of retail and office uses in Medford Square with an analysis of projected supportable retail office use by major user categories. This study was used as a basis for physical redevelopment planning within the Square. Subsequent work assisted the implementation of the plan, which has largely been completed.

DOWNTOWN MARKET STUDY; WESTFIELD, MASSACHUSETTS

As the basis for an overall revitalization plan in downtown Westfield, Economics Research Associates completed a detailed market and economic evaluation of this business district. The purpose of this study was to quantify the existing and projected market potentials for residential, retail, and office uses in the study area. This study, which was prepared for Westfield 200 a local private business organization, is currently being utilized to encourage the City administration and private individuals and groups to support efforts to rehabilitate this vital center.

CBD STUDY; CITY OF REVERE, MASSACHUSETTS

The Central Business District of Revere, MA was suffering from intense competition by outlying shopping malls. ERA measured market demand for retailing and office space and made land use recommendations to stimulate revitalization for a key set of core downtown parcels. ERA also drafted a letter to supermarket chains to appraise them of a retailing opportunity in Revere's downtown. Subsequently a major discount drug store occupied an important vacant store.

RETAIL IMPACT ANALYSIS AND DEVELOPMENT STRATEGY; ATTLEBORO, MASSACHUSETTS

ERA was retained by the Mayor of Attleboro to analyze the economic and fiscal impacts of the proposed 750,000 square foot regional shopping center which would be located within the city limits. Specific attention was given to the impacts which would be realized by downtown retail establishments as a result of the proposed mall. Based upon this comprehensive impact evaluation, an affirmative downtown strategy was prepared. In addition, recommendations for the development programming of the regional mall were given to the city administration to be used as a basis for negotiating with the prospective developers of this major commercial complex. As a result of ERA's efforts, a downtown revitalization strategy has been initiated by local merchants, property owners, and the public sector.

STATION SQUARE; PITTSBURGH, PENNSYLVANIA

ERA was retained by the Pittsburgh History and Landmarks Foundation to determine the feasibility of converting the Pittsburgh and Lake Erie Railroad Station into a multi-use commercial complex, including a specialty shopping center, hotel, and office buildings. Specifically, ERA assessed market conditions, recommended appropriate project scope and developed financial parameters for this major restoration project. Station Square opened the specialty center portion of the development in October 1979. Initial reports on this downtown center are encouraging. Subsequent phases of the project include a major 300-room hotel and conversion of the original railroad station building into 250,000 square feet of office space. The conversion of this historic downtown railroad complex is unique and points up the increasing trend to the reuse of old buildings as downtown specialty shopping and entertainment centers.

MATTAWOMAN NEW TOWN CENTER; PRINCE GEORGE"S COUNTY, MARYLAND

ERA was engaged by a joint venture of J.C. Penney, Montgomery Ward, and the Melvin Simon Development Company to analyze market potentials and public impact projections for the creation of a new town center in the vicinity of Routes 301 and 5 in southern Prince George's County, Maryland. Our initial work in 1976 involved determination of current and future market support and land absorption analyses for each component of the project--residential, commercial, and retail. ERA was retained to revise the retail component in 1979. The project is under development.

THE NORTH AREA ARTERY PROJECT: OPPORTUNITIES FOR DEVELOPMENT IN CHARLESTOWN; CHARLESTOWN, MA

Massachusetts is currently reconstructing the northern portion of the major highway system running through the greater Boston area. (This highway is referred to as the Central Artery.) The existing elevated expressway interchange is being relocated thus making available nearly 12 acres of developable land in the Charlestown area.

The Massachusetts Department of Public Works, in conjunction with engineering and design consultants, retained ERA to examine and evaluate the proposed development parcels from a development economics perspective, to outline mechanisms and strategies for development of the parcels, and to look at joint development opportunities within the delineated project study area.

LYNN BLUE LINE ECONOMIC DEVELOPMENT STUDY; LYNN, MASSACHUSETTS

This study evaluated the economic/fiscal impact of the extension of the Blue Line to Lynn, Massachusetts. In this study, ERA analyzed the

impact of a subway terminal and park and ride facility on the economic development of the downtown area of Lynn. The report included an analysis of existing land use patterns and building conditions, and a strategy for commercial district revitalization. Techniques to maximize the value-capture potential of transit station development were also evaluated.

HARBOR DEVELOPMENT PLAN; GLOUCESTER, MASSACHUSETTS

ERA provided economic and organizational assistance as the basis for a Harbor Development Plan in Gloucester, Massachusetts. Specific tasks included the inventory of 475 parcels located on the waterfront to determine land use, employment and assessed valuation for planning purposes. ERA projected land use demand by SIC Industry with special attention given to the tourism, fishing and food processing industries.

An important aspect of the study has been the assessment of the relationship of potential specialty retailing at the waterfront to estalished downtown retailing located one block away.

LOWELL URBAN NATIONAL CULTURAL PARK; LOWELL, MASSACHUSETTS

As part of a multi-disciplinary consulting team, ERA provided valuable economic input into the creation of the Lowell N.C.P. master plan. The principal objectives of this planning process were to preserve, interpret, develop and use the architecture and heritage of Lowell, Massachusetts, the first planned industrial city in America and birthplace of the Industrial Revolution.

Specifically, ERA was retained to analyze the regional economic base and project supportable square footage for such land uses as retail/commercial, housing, and industrial. The adaptive use potentials of mill buildings was analyzed in the study area in addition to an evaluation of tourist flow and impact on development scenarios.

MBTA REAL ESTATE SYSTEM; MASSACHUSETTS

The Massachusetts Bay Transportation Authority, in an effort to utilize its real property to increase system reserves, has retained ERA as its real estate consultants. This comprehensive study will involved preparing an inventory of all real property in the MBTA system; collecting pertinent information of use to persons within the system who work with real estate; interviewing MBTA decision makers to ascertain real property information needs; creating a real property information system (which will include a list of all the system holdings and their disposition); and identifying land development opportunities.

BOSTON MARINE INDUSTRIAL PARK; BOSTON, MASSACHUSETTS

For the Massachusetts Government Land Bank, ERA analyzed the economic development plan for the reuse of the South Boston Naval Annex prepared by the Economic Development and Industrial Commission of Boston. The plan sets forth the planning parameters determined by EDIC to be appropriate for the subject property as a marine industrial park. Prior to proceeding with the acquisition of the property for eventual sale to EDIC, the Massachusetts Government Land Bank retained ERA to analyze the market potentials and financial feasibility of the devleopment plan contemplated by EDIC. Based on ERA's recommendations, the Government Land Bank purchased the property from the U.S. General Services Administration for $4.7 million. The property was then transferred to the City of Boston for use as the Boston Marine Industrial Park.

DOWNTOWN ECONOMIC DEVELOPMENT STUDY; GLOUCESTER, MASSACHUSETTS

ERA was retained to evaluate market parameters for retail, office, residential, marina and hotel uses in the seriously deteriorated downtown/waterfront area of Gloucester. The specific objectives of the study were to develop ten-year projections of demand for each land use category in the downtown area; analyze the impact of the tourist market potential on business activity in the downtown; determine reuse potentials of upper floor commercial space; evaluate the potentials of attracting a junior department store to the downtown; and analyze ways public-private initiatives could influence the market potentials for uses being analyzed.

HARBOR SITE REDEVELOPMENT; SALEM, MASSACHUSETTS

ERA determined marketable alternative uses for a key site on Salem Harbor for the City of Salem, Massachusetts. Market support data was employed in developing a use scheme which involved joint use and participation by hotel, marina, restaurant, office, and retail facilities. A major consideration was Salem's economic infrastructure and the City's long-range goals. As part of this project, a unique "developer's kit" was prepared to interest potential bidders and a financial feasibility study was completed. In the summer of 1979, the restaurant, office, marina and retail facilities opened.

BOSTON NAVAL SHIPYARD REUSE/COST-BENEFIT EVALUATION; BOSTON, MASSACHUSETTS

This study was an extensive analysis of reuse potentials for the Boston Naval Shipyard and the South Boston Naval Annex. The Boston Economic Development Authority contracted with a multi-disciplinary consulting team to prepare and examine reuse alternatives to insure that full

development potentials for the subject properties are realized. ERA's work in Phase I consisted of a determination of market support for industrial, office, commercial, shipbuilding, containerport, and residential uses on the property. Phase II consisted of an analysis of five development alternatives, including the fiscal impact of each plan on the City, and the determination of a marketable development plan. A detailed benefit-cost analysis was conducted for this study for each of the land use alternatives.

DECISION RESEARCH COPORATION QUALIFICATIONS

Decision Research Corporation (DRC) has conducted numerous market research studies for retail establishments in the Boston area using telephone interviews, store/mail intercept, and focus group techniques. Studies have included work on the following areas:

traffic
store and corproate image
custom segmentation
new product/service development
communication strategy
media use
demographic analyses of customers and non-customers
attitude and awareness studies
advertising tracking

Listed below is a sampling of recent DRC Boston area retail clients. Further descriptions of DRC capabilities and representative studies follow.

Store 24
ADAP
Dunkin Donuts
Stops & Shop Supermarkets
Purity Supreme Supermarkets
First National Bank of Boston
Shawmut Bank
Bay Banks
New England Merchants National Bank
Stouffers Restaurants
Holiday Inns
Collonade Hotel
Jonny Appleseed

DECISION RESEARCH CORPORATION

DRC specializes in primary research services for business, for public officials, and for the media.

DRC's custom research concerns the attitudes and actions of specific populations, their motivations and market behavior. Both quantitative and qualitative research approaches are available to clients.

- For business, DRC services provide information for assessments and decisions regarding market definition and strategy, product performance and potential, distribution, package design, media use, advertising, credit classifications, and corporate image.

- For public officials, DRC services provide information for decisions based on the opinions of constituents concerning social, political, and economic issues as well as on descriptive and demographic data.

- For the media--publishers and broadcasters --DRC provides timely sampling of public attitudes on news developments, viewer surveys to assess popularity of and attitudes toward television shows, and qualitative evaluations of programming efforts.

Identification of meaningful patterns of group attitudes and actions in such varied fields calls for a highly skilled, multidisciplinary staff and the use of a wide range of survey and statistical techniques. The DRC professional staff includes specialists with advanced degrees in business, economics, social science, public relations, law, and government.

Surveys recently completed by DRC that are representative of the range of its services are described below. Several involved the identification of motivations and behavior as well as opinion measurement. Others involved dealing simultaneously with several different populations and required the use of an interviewing staff specifically trained to work with corporate executives and professionals.

TYPICAL SURVEY PROCEDURE

1. Research Design--In consultation with the client, DRC defines as precisely as possible the scope and purpose of the proposed survey and determines the type of questionnaire, sampling, and statistical method(s) that will yield the most useful data.

2. Questionnaire Drafting--The instrument is prepared by the project director and frequently involves conducting discussion (focused) groups to ensure coverage of all relevant issues. Following review within DRC, the instrument is submitted to the client for approval. It is then pretested by DRC to ensure its operational effectiveness, integrity of design, and conformance with coding requirements.

3. Sample Design--Concurrent with preparation of the survey instrument, a sample is designed by the technical director on the basis of the relevant population(s) and level of statistical precision required. The sample is constructed to provide results applicable to the relevant population.

4. Interviewing--DRC maintains a large staff of interviewers, extensively trained by DRC and qualified to handle all types of interviewing requirements--personal, executive, group, intercept, etc. The firm has specialized in the development of telephone interviewing techniques that, through a training course, specific briefings, and continuous supervision, provide exceptional levels of quality and reliability control. A large telephone bank with national WATS coverage is maintained at DRC headquarters.

5. Editing and Coding--All completed questionnaires are reviewed by a supervisor to ensure proper recording. Open-ended questions are coded by trained personnel under supervision. The codes are personally reviewed and approved by the coding director who makes all final decisions.

6. Data Processing--All data reduction (including 100 percent verification) and programming are performed by DRC to ensure quality control in the context of a full understanding of the client's particular requirements. DRC maintains data reduction facilities in-house, employs a variety of analytical software packages (including SPSS, SAS, and CROSSTABS) and uses outside computer services. Multivariate analyses are available to clients, including regression, factor analysis, and cluster analysis.

7. Analysis--The goal of analysis is to fully delineate all data pertinent to the client's objectives. To this end, DRC is familiar with many statistical methodologies applicable to survey research. Equally important, the special experience of the staff in marketing and business, statistics, behavioral sciences, law, and politics allows for in-depth interpretation of the data beyond mere reportage. Thus, the analysis is contoured to the client's needs and perspectives. (When necessary for analytical work, DRC can draw on the substantial capabilities of its affiliate firms-- Temple, Barker & Sloane, management consultants, and Applied Decision Systems, computer modeling and forecast specialists.)

FOCUSED GROUPS

DRC specializes in focused group research. A special division headed by Dr. Fredericka Baytos offers a full range of services.

DRC has a focused group facility at its Lexington headquarters. The facility includes all necessary equipment with an observation room designed to comfortably seat 12 people. It is available with or without a moderator.

Our moderators include Dr. Baytos and Mr. Duboff who have extensive experience in group moderation. They follow a model of non-directiveness to encourage the group to volunteer sincere responses without the influence of direct questioning, and have developed several new techniques involving the use of role modeling and projection.

DRC also provides recruitment of participants for sessions designed to solicit people who have not previously been members of a focused group.

In the past, DRC has conducted groups to evaluate:

- Salespeople's opinions about their company and job,
- Potential customers' feelings about a new product,
- Attitudes toward developmental disabilities,
- Attitudes toward television shows and personalities,
- Reactions to advertisements and proposed copy,
- Opinions of nurses and doctors concerning medical needs and products,
- (Mock) jurors' opinions about a legal case, and
- Travelers' opinions about commercial lodging.

REPRESENTATIVE STUDIES

- For an automobile manufacturer, a series of quarterly surveys conducted over several years among recent purchasers to determine:
  - --Buyer motivations and perceptions with respect to purchase,
  - --Competitive brands considered and rejected and the reasons therefor,
  - --Customer satisfaction with both product and service, and
  - --Dealer effectiveness.
- For a major manufacturer of electrical and other industrial products, an assessment of OEM buyers' perceptions of the quality of two of its product lines, which involved:
  - --Determining the relative importance of a series of attributes ascribed to each of the products,
  - --Defining and measuring minimum acceptable levels of company performance for each attribute,
  - --Relating the attributes to overall vendor images and comparing the performance of the client and competitive manufacturers with respect to the attributes, and
  - --Obtaining overall product and performance evaluations for each major manufacturer.
- For a state energy office, an assessment of the effectiveness of an educational campaign aimed at the consumer oil heat market in terms of impact on both consumer awareness and purchase of several energy-efficient products and services. Control and treatment areas were surveyed before and after the campaign to enable statistical measurement of the program's impact exclusive of outside influences.

- For a public utility, a statistical analysis of its credit classification system in order to derive formulas for accurately classifying new customers on the basis of credit risk. In addition, a number of customer surveys were performed in the areas of energy conservation behavior and customer complaints.

- For a national hotel chain, a survey to assess:

  --The size and composition of the lodging market,

  --The nature of the lodging decision, and

  --The impact of price/value trade-offs.

- For a major manufacturer of hospital and consumer products, several qualitative research projects with medical specialists in the area of new product development, and a number of quantitative studies aimed at determining market size, market share, and product/advertising awareness.

- For an international manufacturer of home appliances and sewing machines, various qualitative and quantitative studies dealing with:

  --Customer satisfaction,

  --Product conceptualization and price perception,

  --Customer comprehension of instructional materials

  --Industrial equipment--for example, estimation of market demand, product/advertising awareness, importance of product features, perceptions of competitive products, etc., and

  --Motivations, decision processes, and behavior leading to the purchase of a major home appliance in order to determine the size of the potential market.

- For a major optical products manufacturer. a number of qualitative and quantitative studies performed in several phases of new product development, point-of-purchase advertising concept testing, and product positioning and pricing.

- For a number of regional banks, in-depth surveys to determine market share, customer and noncustomer profiles, institution image, and attractiveness of existing and proposed banking services.

- For a national beverage manufacturer and distributor, several taste tests involving user perceptions of and preferences for:

  --New products,

  --Product reformulations, and

  --Competitive products.

- For several television stations, a number of polls on political developments, as well as polls on community issues that served as background material for feature stories; qualitative evaluation of various programming efforts; and determination of viewer habits and preferences.

- For a regional supermarket chain, a series of semiannual surveys to determine consumer buying habits. On a longitudinal basis the survey established:

  --Market share by competitor

  --Changes in chain patronage and reasons therefor

  --Effectiveness of advertising programs and

  --Customer perceptions of the client versus competitors on such factors as pricing, meat quality, cleanliness, courtesy, and stockage.

- For various advertising agencies, qualitative and quantitative studies focusing on:

  --Development of advertising concepts,

  --Testing copy, and

  --Ad effectiveness.

- For several law firms, surveys and focused groups regarding change of venue motions and jury selection.

A representative list of commercial and public sector clients served by DRC includes:

A&W Root Beer
American Optical
Arnold & Company
Bausch & Lomb
Bay Banks
Becton-Dickinson Medical Systems
Blue Cross/Blue Shield
Booz-Allen & Hamilton, Inc.
Boston Gas Company
Cabot Advertising
Cahners Publishing
California State Racing Board
Cambridge Consulting Group
Citicorp
Combustion Engineering
Deere & Company
Doremus & Company
Educational Communications/ Systems
Environmental Protection Agency
Fiat Motors of North America
First National Bank of Boston
General Electric Company
General Foods Corporation
Genesco
Gillette Company
Harshe, Rotman & Druck
Hill, Holliday, Connors, Cosmopulos, Inc.
Holiday Inns, Inc.
Humphrey, Browning, MacDougall
Jamesbury Corporation
J. Walter Thompson
KDKA-TV
Kendall Company
KYW-TV
Ingalls Associates
Massachusetts Division of Employment Security
Massachusetts State Energy Office
Massachusetts Port Authority
Mullen Advertising
Norton Company
Polaroid Company
Rhode Island School of Design
Richardson-Merrill Company
Savings Banks Association of New York
Shawmut Bank of Boston
Singer Company
Stop & Shop
Trak Skis
Wang Laboratories
WBZ-TV
WGBH-TV
Westinghouse Broadcasting Company

RESUMES

ROBERT S. DUBOFF, J.D.

GENERAL MANAGER

Mr. Duboff has conducted comprehensive market research projects for Citibank, Fiat Motors of North America, Genesco, the Kendall Company, Holiday Inns, and Westinghouse Broadcasting System. He has also moderated numerous focused groups and specializes in research design and product development.

Mr. Duboff's training began in 1968 for Louis Harris Associates. He later developed the Field Department for Cambridge Survey Research in 1972 and served there as Field Director for two years. Prior to joining DRC, he directed his own market research company and has done extensive work for statewide political campaigns, legal groups, consumer groups, and a Boston television station for which he is presently an on-air commentator.

Mr. Duboff's membership in the Massachusetts Bar Association has led to several studies in support of trial efforts. He has taught courses in research, most recently at Boston University's School of Public Communication, and written for such journals as the Suffolk Law Review, Boston Magazine, and New York Magazine.

Mr. Duboff is a graduate of Amherst College (magna cum laude) and Harvard Law School.

ERIC ALMQUIST, Ph.D.

TECHNICAL DIRECTOR

Dr. Almquist is a specialist in the analysis of social survey data and in applied social scientific research. As DRC's technical director, he oversees the design of quantitative studies and the statistical analyses of survey findings.

As a project director, Dr. Almquist has conducted studies for Fiat Motors, the First National Bank of Boston, Boston Gas Company, the Kendall Company, Combustion Engineering, and the Virginia State Corporation Commission. He is particularly involved in the application of advanced statistical techniques to novel market research problems.

Prior to joining DRC, Dr. Almquist was with Boston University's Office of Analytical Studies and Planning, where he was responsible for the university's social and economic research, including admissions surveys and an econometric model of professional salaries.

Dr. Almquist received his B.A. from Stanford, and his M.A. and Ph.D. (in anthropology) from Boston University. He was trained in social statistics at the University of Essex in England. A 1975 recipient of a Social Science Research Council Foreign Area Fellowship, he has presented and published several papers.

FREDERICKA J. BAYTOS, Ph.D.

DIRECTOR OF QUALITATIVE RESEARCH

Dr. Baytos directs DRC's qualitative research efforts. She is an experienced focused group moderator who has conducted research for such companies as Singer, Holiday Inns, Data General, The First National Bank of Boston, Genesco, and Westinghouse Broadcasting Company. She has conducted research in the areas of new product development, advertising, program evaluation, executive decision making, television programming, and social issues.

Dr. Baytos's background includes qualitative and quantitative research in social relations and organizational structure. She has served as a researcher for the Equal Employment Advisory Council in conjunction with General Motors Corporation, for which she assisted in the development and eventual publication of a handbook that examines the labor force with respect to demographic and behavioral characteristics. She has also served as a member of Ohio State University's Survey Research Services.

Dr. Baytos received a B.A. from Daemen College and M.A. and Ph.D. degrees in sociology from Ohio State University. She is a member of the Pi Gamma Mu Social Science Honor Society and the American Sociological Association.

STEPHEN M. BILLIG

SENIOR RESEARCH ASSOCIATE

Mr. Billig serves as a project director in a number of research areas. He is also an internal consultant in the area of data processing.

As a project director, Mr. Billig has conducted product and concept tests for consumer products firms, advertising tracking studies, and image and awareness studies. He has conducted studies in the banking and computer industries. In his consulting role, he is involved in the development of specialized data processing applications both for clients and for internal purposes.

Prior to joining DRC, Mr. Billig conducted and participated in numerous research programs in the areas of education, economics, transportation, and health. He holds an M.A. in sociology from Tufts University and a B.S. in biology from Bucknell University.

SUPPORT DOCUMENTS

Chain Store Age
EXECUTIVE
with Shopping Center Age
The newsmagazine for retail operations
SEPTEMBER, 1978

Saving downtown: Government courts retailers

Retailers and private developers are being courted by Federal, state and city leaders as key elements in resuscitating the nation's failing downtowns.

At a recent conference sponsored by the U.S. Department of Transportation (D.O.T.) and the Urban Land Institute, mayors and other officials from places like Chicago, Houston, Los Angeles and New York were there trying to sell retailers and other businesses on their cities. Their message was clear: While urban revitalization may be a Carter Administration top domestic priority, the task is too vast to be done without private capital.

Federal programs, city aid spur private developers

The Federal Government is eager to fund certain downtown projects, but only when there's a solid financial commitment from a private developer. Accordingly, Federal agencies, especially D.O.T. and the Department of Housing and Urban Development (H.U.D.), are extending funds available for joint development.

H.U.D., whose $12.5 billion Community Development Block Grant program for distressed cities is the Government's biggest single source of economic and community development funding, hopes to raise its Urban Development Action Grant Program—currently at $1.2 billion over three years—by more than $400 million a year. The proposal is before Congress.

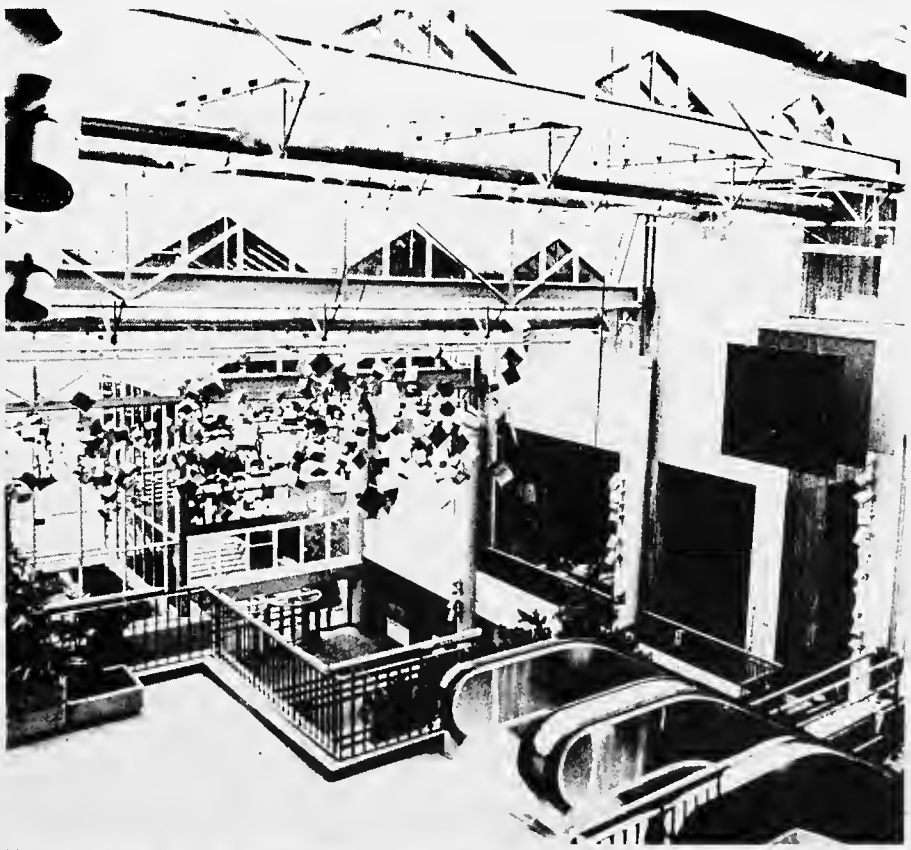
Cities, too, are beginning to offer a wide range of incentives to developers, such as special tax breaks and rent considerations to bring business back downtown.

All this is a happy courtship for retailers, many of whom are finding the suburbs not as alluring as they once were, with their frequently saturated markets, lengthy environmental entanglements and occasional state laws deliberately stemming new sewer lines, utilities and highways to discourage further out-migration.

What's more, city retailing can be far more lucrative than its suburban counterparts: Philadelphia's Gallery, a joint development between the city and Rouse Co., boasts of sales averaging $350/sq. ft., nearly three times greater than suburban mall figures.

Developers and retailers say they can't execute urban projects alone, and that the help of city officials is crucial to expedite the approval process, provide costly parking facilities and street and utility improvements, condemn land that's necessary for the development and sometimes to infuse additional capital.

Most agree that downtown shopping can't plug a city's draining economy by itself, such vital signs as housing and office buildings



The Gallery in Philadelphia has been a spectacular success.

Downtown Culver City, Calif., before (above) and after (below) development of the Fox Hills Mall.

also need to be there. In addition, some smaller cities whose retail needs are adequately satisfied in the suburbs may not be able to support a downtown mall or new department store. "Retail," says Mathias J. DeVito, president of Rouse Co., "has got to serve the vitality that's there, not the other way around."

Transportation also plays a key role to the vitality of city retailing by linking the site to other parts of the downtown and to the suburbs; the trip downtown should be fast, cheap and simple, experts agree. "The solution to a city's transportation problems directly affects the economic vitality of the city," according to Brock Adams, Secretary of Transportation. "We can't have an effective urban policy without an effective transportation policy."

This symbiotic relationship is demonstrated by Woodward & Lothrop's Washington, D.C. flagship, where the adjacent Metro subway station draws in 1,600-1,700 additional lunchtime shoppers. A company official estimates as many as 25% of all customers arrive by subway.

Essentially, cities are more concerned with a project's impact on the entire economy than its singular successes. "Retail plans should fit in with the retailing in the area, to accomplish net economic growth in the downtown," advises Mel A. Gamzon, an urban real estate economist and senior associate of Economics Research Associates' Boston office. "Once the public sector understands that the retailer is proposing something that isn't competitive with what's already there, but is complementary and compatible, it's a lot easier for these proposals to be effectuated in a speedy way."

Larry Robinson, president of J. B. Robinson Co., a Cleveland-based jewelry chain, and president of his city's Citizens' League, says that joint retail development calls for strong political leadership that understands the importance of such projects and knows how to implement them; commitment and support of local business leaders, and skillful developers who are sensitive to the city's complexion.

"We can't exist without each other," says Edwin K. Hoffman, chairman of Woodward & Lothrop, "And the people in city government are more economics-minded than they used to be; they better understand the need to get these things done with more haste than they used to and are more willing to cut off some of the roadblocks that used to exist."

Retailers and developers involved in joint projects say their city partners are more receptive and open-minded than in previous years. "Private developers know best about the business they're in," responds Joseph Vitt, development director for the Kansas City, Mo., Development Department. "We try to tie their project into other projects—offices, parking and pedestrian facilities."

Urban neighborhood retailing is also a prime Federal and city revitalization target. New York City's director of Economic Development, Richard M. Rosan, explains, "We've focused over the past eight years on our big downtowns; we haven't done very much for small neighborhoods. Now with the Federal monies we have available, we're into a new program, which we call commercial revitalization, that works on the smaller shopping areas that New York is full of."

But while opportunities for downtown joint retailing appear exceptionally healthy, two recent developments could throw such projects askew, say some retailers. The Supreme Court ruling that New York City could prohibit additional construction to a designated landmark, a decision which could discourage future development of sites likely to receive landmark status. Then there's the chance California's Proposition 13 could spread elsewhere. The proposition reduces the taxes available to cities by nearly 60%, eliminating tax increment financing—a popular method of encouraging city development with special tax breaks.

And despite the success of some downtown centers, like Faneuil Hall in Boston and The Gallery, city retail projects are still frequently perceived as being experimental, and often have trouble attracting tenants and lenders, even where there's Federal and city participation.

City specialty-type malls, where there are no major tenants, are especially questionable to the big financial institutions. "If it's a high-risk situation any lender is going

Enlightened local political leadership termed essential

to be looking at the staying power and the credit strength of the borrower or tenants involved in the deal," explains Gillis G. Pratt Jr., executive vice president of Galbreath Mortgage Co. of Columbus. "If you can attract, say, a Federated Store or an Allied into a downtown development, you know they've done their homework and

recognize there's a need that's not being met that they feel they can satisfy."

Lenders are also heartened by fully committed development authorities, because such city cooperation minimizes the threat of political risk. Without this type of involvement retail plans can become ensnarled in seemingly endless layers of the bureaucratic approval process.

Clearly, the intricacies of urban government discourage many competent retailers from exploring downtown possibilities. "I'm not sure that the typical shopping center developer would even know where to begin to build a shopping center in the city—he wouldn't even know where to begin to approach the politics and mechanics of it," says Frank Spink, director of publications for The Urban Land Institute. "Developers are used to being able to do their own thing without any direct involvement with government other than approval of their sites," he continues, "For the guy who's not used to having to jump through any hoops at all, it's a confusing and frustrating process."

Moreover, since downtown malls typically take longer to develop than suburban sites—sometimes up to eight years—it's entirely possible for a retailer who was initially welcomed into the city to suddenly find himself among hostile politicians following a change in administrations.

Further, retailers who attempt to develop city projects open themselves up to public scrutiny. "You are living in a fishbowl," according to Frank A. Orrico, president of Winmar Co. Inc., which is attempting to build a bilevel, 750,000 sq. ft. enclosed mall with four majors in Boise. "When you're taken apart in the daily newspapers," he adds, "you find a great deal of uneasiness created in the minds of the department store people with whom you're negotiating."

Others who feel they have no problems working with cities, say they avoid having to deal with Federally funded projects. Woodward & Lothrop's Hoffman, for instance, has never asked for a Federal loan and hopes he never has to. "I just don't want to be in hock to the Feds," he explains. "We're a private enterprise and we're in a sufficiently good position to fund our business and to borrow privately to support its growth."

Shopping center developer Ernest W. Hahn—who's involved in nearly a dozen downtown rehabs—points out that Federal funds usually mean Federal interference and "unfortunately, they're so far removed from the local problems that when they insert a dictatorial influence over use of their funds they destroy your ability to create a viable project."

Perhaps. Yet Hahn and others admit that the rising cost and dwindling supplies of gasoline, coupled with a real, if unnoticed, population shift back into the cities may make urban retailing increasingly appetizing, if not essential, for developers' and retailers' continued survival.

Indeed, ULI's Spink asserts that now is the best time for downtown joint development, by "putting your money up front on the incoming tide instead of having the tide start coming in and not being able to respond to it and therefore having it go back out of the cities."

So if downtowns become the retail arenas of the 80's, the economics they require seem to make private/city/Federal efforts inevitable. "You're seeing in the private sector much more of a willingness to get involved in public programs if for no other reason than absolute need," says Richard C. D. Fleming, H.U.D.'s Deputy Assistant Secretary for Community Planning and Development. "Financing simply on a conventional basis doesn't work—there are gaps in so many types of developments that need the net infusion of money."

Government and city officials say their goal is to make downtown as alluring as possible to private businesses, and they're satisfied with their progress, despite some retailers' attestations to the contrary. ■

ECONOMICS RESEARCH ASSOCIATES
A Planning Research Company

Los Angeles • San Francisco • Dallas • Chicago • Orlando • Boston • Washington, D.C.

BY MELVIN A. GAMZON

Recentralization emerging as key realty trend

In recent years, the development movement back to urban centers has gained momentum as a recognized force in real estate activity. The trends of population and industrial decentralization, which symbolized the dramatic expansion to suburbia during the past three decades, have begun to ebb in many portions of this country. In their place, a new focus has emerged towards recentralization of our urban environment.

During the 1960s, employment opportunities in the suburbs grew by 44% while jobs in central cities decreased by 7%. By 1970, the suburban portion of population in the nation's major metropolitan areas greatly exceeded that of the central cities. As reported by the Urban Land Institute, in the 25 largest metropolitan areas, 62.7% of the population resided in suburban municipalities.

Reasons for the migration to the suburban environment have been well documented. These reasons include governmental policies which favor suburban communities, manufacturing technology and the necessary linkage to expanding markets, the attractive lifestyle offered by suburbs as compared to the generally decaying urban centers and the availability of large-scale development opportunities unencumbered by urban physical, environmental and governmental constraints.

Recently the image and functional character of our cities has begun to shift, focusing once again on urban areas. This movement, starting with large-scale public and private urban investments in the late 1960s and early 1970s, has been reinforced by the economic uncertainties which currently face this nation. Economically obsolete structures which formerly provided space for industries, governmental offices and other uses, have been recycled into a multitude of "activity generating" new uses. Urban renewal wastelands that once dominated the urban landscape are beginning to be absorbed by new development. In addition, the unprecedented recent construction of major office buildings in numerous downtown business districts has barely kept pace with space demands.

Whether it be in major cities such as San Francisco, "middle" market communities such as Burlington, Vt., or America's small communities, the time for an urban renaissance has arrived. Due to shifting demographic trends, economic and social concerns and energy-related issues, the urban development alternative looks increasingly attractive to domestic and foreign investors, financial institutions and corporate decision-makers. Unique development opportunities are being created in urban neighborhoods. Waterfronts and central business districts which fell victim to the suburban push of the post-World War II era are currently being revitalized. Former urban military bases are being reused creatively to provide space for new industries and multi-use complexes. The following types of development exemplify the continuing migration back to the cities: downtown specialty retail, restaurant and entertainment centers; new downtown hotel and convention centers; urban industrial parks; major mixed-use developments; nationwide office construction and rehabilitation in cities; and the rediscovery of urban housing as a viable and comfortable alternative to suburban living.

The author is a senior associate and urban real estate economist in the Boston office of Economics Research Associates, a subsidiary of Planning Research Corp. and an international real estate consulting firm.

The growing movement toward urban redevelopment is well illustrated by the shopping center industry. In 1957 there were 940 shopping centers in the country. Today this number exceeds 19,000, with total 1978 sales estimated by the International Council of Shopping Centers at $255 billion. It is recognized that a growing number of market areas in the urbanized states have, or will soon reach, market capacity for new suburban regional shopping centers. Accordingly, specialty retail centers within downtown business districts have burgeoned. These centers have become an innovative means of accumulating profits for developers and merchants while providing metropolitan consumers with a dynamic commercial and entertainment experience.

However, the urban marketplace incorporates a complex interrelationship of government agencies, community groups, development interests, corporate decision makers and bankers. The overall objectives of revitalizing the economic fiber of our cities and towns through initiatives for new contruction and the rehabilitation or reuse of tax delinquent properties has culminated in a renewed partnership between public and private interest groups aimed toward stimulating new urban growth. At the state and local levels there are numerous devices being utilized to lure real estate back into the cities. These include: tax incentives and abatements; incentive zoning ordinances, including Transfer Development Rights; long-term leasing of public buildings; comprehensive economic development planning initiatives; public infrastructure improvements oriented to making urban areas both convenient and attractive for investors and the public; and low-cost public financing for selected urban developments.

The necessity to reinforce our urban districts through affirmative federal

Reprinted from NATIONAL REAL ESTATE INVESTOR, November 1979, Copyright 1979.
Communication Channels, Inc., 6285 Barfield Road, Atlanta, Ga. 30328

policies has played an increasingly important role in the 1970s, as is evidenced by the nation's first urban national policy. The total amount of federal grants to state and local governments have more than tripled between 1970 and 1978, from $24 billion in 1970 to over $80 billion in 1978. Federal initiatives such as the Community Development Block Grant program have provided discretionary monies to communities for development planning and project initiation. HUD's $1.2-billion Urban Development Action Grant Program has proven successful in priming the private investment pump. Each $1 of UDAG funds has generated, on the average, $6 in private capital for a variety of urban projects oriented toward increasing employment opportunities and economic development for cities.

The Tax Reform Act of 1976 and the Revenue Act of 1978 have increased the attractiveness of rehabilitating and recycling historic structures. Given the spiraling cost of construction and financing, public incentives to reinforce private investment criteria have begun, not only to preserve our built environment, but also to create viable development projects for the private sector.

While the momentum back to the cities has accelerated in recent years, future urban development opportunities will continue to be highly selective and in many instances speculative. The bitter memories of the economic slowdown of the mid-1970s still ring loud and clear, while the runaway costs of construction, financing and property management and maintenance, coupled with the numerous uncertainties associated with the urban frontier are certainly signs for caution. □

The Urban Focus column will provide a forum for urban issues and development trends. Selected topics will include: construction lending in urban areas, the advantages and potential pitfalls of real estate recycling, developing urban industrial parks, working effectively with city and state agencies, transportation facilities and urban development opportunities, centercity housing rehabilitation and public financial incentives to urban development.

Guest columnists will discuss a variety of topics related to urban development and redevelopment. Periodically, urban investment case studies will be presented to provide a factual description of specific urban developments, whether they be large-scale, mixed-use complexes or small renovation ventures. We welcome your comments and thoughts on ways to continually improve this urban message.

ARCHITECTURAL RECORD

FEBRUARY 1979 2 A McGRAW-HILL PUBLICATION

BUILDING ACTIVITY

Design, development opportunities center on four retailing trends

e the boom days of large shopping centers over? Where is retail growth likely to occur? hat form of retail complexes will survive and prosper in future years? These are but a few of e many difficult questions which, in recent years, have been debated by retail developers d planners. Clearly, retailing is at a significant crossroads. Adjustments in development style d standards are being guided by consumer attitudes in addition to economic, physical, cial, environmental, and political forces.

Mel Gamzon

ese adjustments are being felt by urban ailers who are attempting to increase their siness productivity and conform to the nerging urban lifestyle. At the same time, e shopping center entrepreneur is seeking conquer untapped markets in both urban d non-urbanized areas. Over the past two cades the shopping center industry has urished as a cornerstone of American life. 1957, there were 940 shopping centers in e United States. Today this number exceeds ,700, with total sales in 1977 estimated by e International Council of Shopping Centers between $250 and $255 billion. The tward migration of population from our tion's cities and the convenience offered the automobile have combined to fuel the ccess of the shopping center industry. owever, recent retail building trends have flected a sudden sense of caution towards e future. Between 1974 and 1977, the aver- e annual volume of gross leasable area ing constructed in shopping centers oughout the nation has averaged 22 per nt below building levels reported for the 70 to 1973 period. A recent survey of opping center construction by members of e International Council of Shopping Centers dicates that 92 per cent of new shopping nters contain less than 300,000 square feet. These facts indicate that not only are shopping centers tending to be smaller, but a decreasing number of such facilities are being constructed as the availability of vacant land in prime markets diminishes in many areas of the country and the marketplace becomes saturated.

For many retail developers, the usefulness of the "Lear Jet" strategy of flying over potential shopping center sites is rapidly waning. Formerly, one could pinpoint a prime regional shopping center development site by merely inspecting its proximity to suburban population growth, access to roadway systems, and locating any possible competition. However, to a large extent, suburban population growth in many markets has abated especially in the urbanized markets of the Northeast and Midwest.

In addition, the proliferation of shopping centers over the past 25 years has saturated many of the conventional retail markets. As a result, the issue which is ringing loud and clear in the ears of the development community is: How many additional times can the market pie be segmented and still provide viable financial opportunities for investors?

What emerges from recent experience is the recognition that primary retail locations in many suburban markets are rapidly diminishing. The retail developer is being forced to assess those secondary and even tertiary building location options which ten years ago would never have been considered for development. The one certainty which evolves from the trend to identify new and diversified retailing opportunities is the need for an in-depth understanding of market characteristics. The quantification of existing and projected population growth, in addition to disposable income which is available for retail goods and services, will continue to provide direction for the design professional and the developer in future years.

Specialty retailing is a factor in a spreading urban renaissance

Four principal retailing strategies are capturing the attention of the development community. These strategies include an increased emphasis on specialty retail center activity; the re-emergence of the "downtown" as a functional retail environment; continued shopping center development in selected growth regions around non-metropolitan areas; and modernization of existing shopping centers in anticipation of accelerating market penetration within these facilities.

The market acceptance of specialty retailing is closely aligned to shifting consumer preferences for specialized goods combined with a broader food and entertainment orientation. Experience has revealed that the demand for specialty retail and restaurant facilities increases geometrically with increases in per capita disposable income. Such factors should be considered in planning such facilities.

The specialty shopping center is distinguished from traditional shopping centers by five generic characteristics: 1) a unified architectural and merchandising "theme" is presented in merchandise, restaurant, and public event space; 2) unique merchandise is found in the specialty shops; 3) these centers cater to the resident and the tourist or visitor markets to the area; 4) at least 40,000 square feet of leasable area is typically required to create a viable commercial and entertainment attraction; and 5) restaurants function as "anchors" for such facilities. Typically, at least 30 to 40 per cent of the leasable area in these complexes is devoted to food and restaurant space as compared to the 10 to 15 per cent standard found in many conventional shopping centers.

continued

l Gamzon is a principal and real estate economist the Boston office of Economics Research Assotes. Mr. Gamzon is a specialist in the preparation market and financial feasibility studies for comrcial and residential developments, and he is a quent speaker on the subject of urban revitalizan planning. He has recently co-authored, with the ban Land Institute, a book entitled *Adaptive Use: velopment Economics, Process, and Profiles.*

The recycling of economically obsolete, older structures into specialty retail, restaurant, and entertainment complexes has been widely acclaimed. This recycling should continue as a primary force in transforming existing building spaces which are liabilities into economic and social assets for the community at large. These projects, in conjunction with innovative, newly designed specialty center complexes, will continue as a major factor in realizing the urban renaissance which is spreading throughout the country.

Public sector initiatives are spurring downtown retail districts

Downtown retail districts, which have been victimized by the extensive competition from suburban shopping centers, are also finding new strengths by capitalizing upon the diversified urban marketplaces which may include not only residents, but also downtown employment, tourists, and business visitors. However, the majority of urban retail development does not function solely within a private sector vacuum. In many cases, public sector planning and financial initiatives are the initial force which induce private investment. Downtowns are rapidly becoming "intown" environments through the united commitments of both sectors. Accordingly, the integration of newly created retail and entertainment uses. within the context of mixed-use developments in our center cities, will provide the nucleus for increased developer and community economic prosperity in the years ahead.

Conventional shopping centers have a bright future in selected markets

For the construction of new, conventional shopping centers, the near-term future looks bright within selected markets. Recent reports prepared by the U.S. Department of Commerce, Bureau of Economic Analysis, indicate that the most significant population and personal income growth over the next decade is likely to occur in non-standard Metropolitan Statistical Areas (SMSA's). The Department of Commerce reports that although SMSA's had a 16.6 per cent population growth during the 1960-1970 period as compared to 6.8 per cent for non-SMSA's, the trends have shifted. Between 1970-1976 SMSA population gain was a mere 4 per cent while non-SMSA'S grew by 8.2 per cent. Increased conventional retail development is likely to occur in the areas which will have the largest increase in purchasing power over the next five years, such as the South Atlantic, Mountain, Pacific, and eastern South Central regions of the country.

Modernization of existing centers is an important retail trend

Lastly, the purchasing, modernization, ar enlargement of existing shopping centers prime locations has become an importa component of the growth in retail develo ment. Considerations such as lower renov tion costs as compared to new constructio existing shopper identity, fewer governme regulations and the ability to refinance exi ing facilities represent several importa factors which are resulting in the maximu utilization of existing retail facilities. Respon ing to consumer preferences, store sizes a becoming smaller with a greater emphasis c specialty goods. Fashion-oriented establis ments are capturing a greater role in tena mix, and department stores are emphasizi lifestyle departments.

This article has described several ret development opportunities which will b come increasingly important in future yea The architect will need to respond throu creative design solutions to both the physic characteristics of the retail project and t market capacities, which can dictate the ul mate success or failure of these ventures. T interrelationship between the architect, re estate economist, and development entity critical as fewer and more specialized ret opportunities become available.

ECONOMICS RESEARCH ASSOCIATES
A Planning Research Company

Los Angeles • San Francisco • Dallas • Chicago • Orlando • Boston • Washington, D.C.

PRACTICAL STRATEGIES FOR DOWNTOWN RETAIL MARKET DEVELOPMENT

Presented by

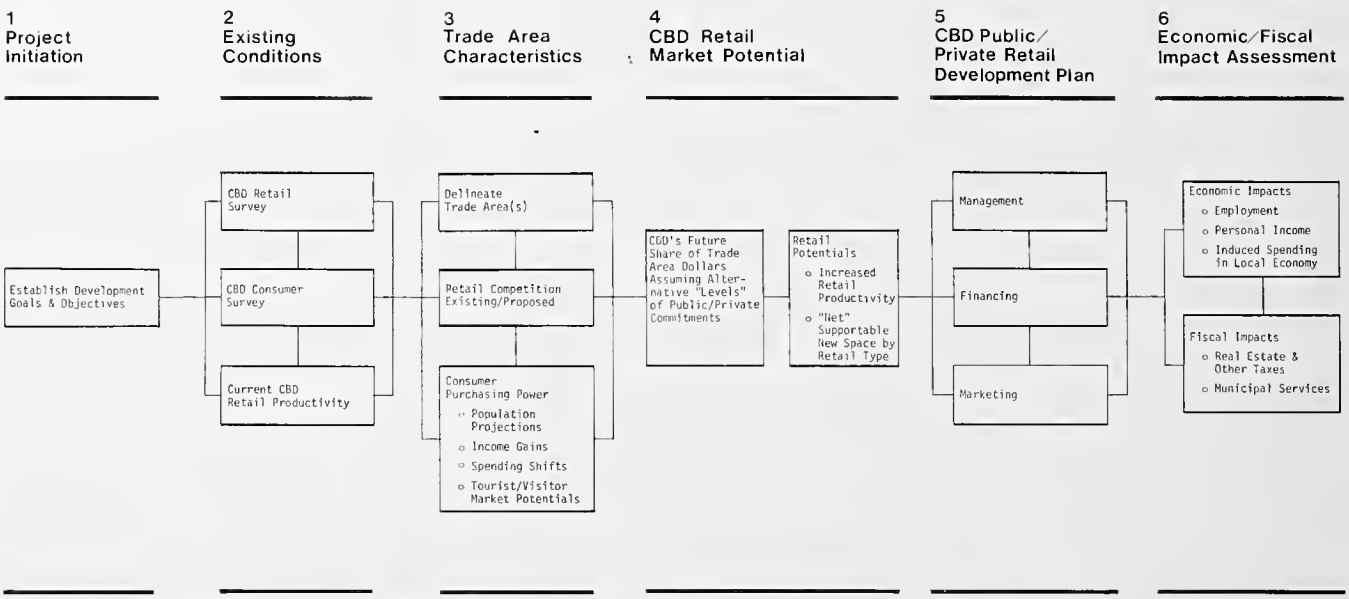
MEL GAMZON, PRINCIPAL
ECONOMICS RESEARCH ASSOCIATES

to the

DOWNTOWN RESEARCH AND DEVELOPMENT CENTER CONFERENCE
NEW YORK CITY

November, 1979

CBD RETAIL DEVELOPMENT ANALYTIC PROCESS



SOURCE: ECONOMICS RESEARCH ASSOCIATES

INTRODUCTION

In recent years we have begun to recognize that the retailing industry is at a significant crossroads in many sectors of this country with regard to development opportunities in the 1980s. It is clear that adjustments in development style and standards are being guided by changing consumer attitudes in addition to shifting economic, physical, social, environmental, and political forces.

Concurrent with these concerns is the fact that there is a movement growing throughout this nation. This development movement back to our downtowns offers a partial solution to inflation, the high cost of new suburban development, unemployment, energy conservation, and deteriorating urban communities and small towns which need to strengthen their economic base.

So how do we attract investors and developers into our downtowns? And furthermore, how can we induce an overall public and private *commitment* to revitalization in a downtown business district?

For the retail sector, the answers are relatively straightforward. Downtowns must utilize the same technologies which have enabled the suburban shopping center to evolve as the successful retail model of the past three decades. Centralized management responsibilities at a suburban shopping center include:

- Initial site selection
- Development of a market and development plan
- Implementation of these plans
- Ongoing property management, maintenance and promotion
- Ability to establish legally enforceable agreements which establish powers, obligations, and responsibilities of ownership, management, and tenants

One of the first pieces of documentation that investors may want to see for your downtown is a detailed understanding of existing and projected market potentials. From their perspective, is there sufficient future market capacity to justify the expenditure of time and financial resources in this particular downtown? And how will public and private commitments to overall CBD revitalization impact the long-term marketability and thus financial viability of future development and redevelopment in the downtown?

Frequently, we are asked: How does a downtown organization, preservation group, or public agency benefit from undertaking a market analysis and retail strategy? Beyond the objectives of potentially attracting a new developer or investors into your downtown, the market analysis and comprehensive retailing strategy for the downtown will serve as a *catalyst* for other actions and commitments in the downtown. Key recipients include:

- Existing downtown property owners and merchants who are being asked to invest in their future. Do you really think they will dig deep into their pockets without understanding the "pay back" to them in future years?
- Likewise to justify public expenditure of funds for infrastructure improvements, public agencies want to be assured that capital investments will help induce private investments.
- Urban design and physical planning initiatives in a CBD *cannot* and *should not* function in a vacuum. The projection of future real estate growth potentials is an important input into the physical planning process. For example, the demand for parking spaces is a direct function of likely land use changes and additions in future years. In addition, we have found that the "creditability" of proposed public improvements will be aided by recognizing the impact that these improvements will have on increased economic activity in the downtown.
- And lastly, for the community at large. What does downtown revitalization mean in terms of job generation, induced spending in the local economy,

remains in basically a status quo condition in future years without any of the following: physical alterations to the streetscape, public transit improvements, increased parking capacity or other significant public area improvements that would make downtown more attractive and convenient for shoppers; and the lack of a comprehensive public/private sector retailing strategy.

Condition 2: However, under this condition, extensive public and private investments are made in the downtown which enhance the attractiveness and convenience of the shopping district. In addition, this condition assumes the *implementation* of a public and private business development strategy to maximize economic growth potentials including the coordination of downtown merchants in programs such as promotional campaigns, activity generating events, storefront fixup loan programs, consistent evening hours, and the construction of other public activity spaces in the downtown. The overall effect of all these programs under Condition 2 will be to make the downtown an exciting, attractive, and convenient place to shop, which will in turn increase the market capture rates within the primary and secondary trade areas and the number of shoppers coming to the downtown from outside these market areas.

Using these preceding public and private revitalization assumptions, the existing downtown market capture rates will vary in future years, thereby affecting the potential future levels of retail trade in the downtown. Typically, under Condition 1, the market capture rate for each retail category will likely decrease over time, reflecting the loss of competitiveness to other more attractive shopping districts and facilities in the trade area and potential new shopping centers. Conversely, under Condition 2, the market capture rates for the downtown retail categories will typically rise with the commitment to revitalize.

The final component of this Phase IV initiative is to relate the total consumer purchasing power or expenditure levels which were derived during Phase III to the downtown's ability to capture those future dollars using the change in capture rates under Conditions 1 and 2.

The result will be detailed projections of "likely" future retail sales levels in your downtown. By subtracting from these projections the existing downtown sales levels which were derived in Phase II and the existing inventory of retail and restaurant facilities, the "net" demand for additional downtown retail space and the increased volume of business within existing stores can be expressed for each category of retail activity.

What does all this "mumbo jumbo" mean? In one word: *action*. By expressing future space demands and increased business volumes for existing retail establishments, assuming various levels of public and private commitments, the key "actors" in your downtown will recognize the difference between a stagnant or even decreasing economic base for the downtown under Condition 1 and the opportunity for economic expansion assuming Condition 2. It will further indicate to prospective future investors the likely market benefits which could be realized in the downtown once revitalization commences.

PHASE V – CBD PUBLIC/PRIVATE DEVELOPMENT PLAN

With an understanding of the market potentials, the next important challenge is to establish under Phase V the management, financing, and marketing systems necessary to realize the benefits which could accrue from revitalization and to ensure that the public and private sectors will "go down the aisle together." It is critical that the development plan be well conceived, politically realistic, sensitive to the expanding needs of area businesses, and responsive to potential new downtown investors. Since other speakers will be discussing downtown management, financing and marketing, I will just present a few summary thoughts on these topics.

In many downtowns, there is a "vacuum," at least partial in nature, in the ability to cope with downtown management problems. Even when there is a desire to act, the money and mechanism are typically not fully available. Overall, effective downtown management in future years is likely to mean the difference between recognizing substantial economic gains for the community and downtown business or the ultimate economic decline of retailing in your downtown.

The principal objectives in formulating and initiating a comprehensive retail development plan, including a coordinated approach to management, public and private financing, and marketing include:

- To reinforce existing downtown business while stimulating new development interest and decisions to locate in your downtown
- To cause existing property owners to rehabilitate, modernize, and expand present properties and operations
- To induce downtown merchants to upgrade their merchandise lines as necessary and formulate a comprehensive retail promotion strategy for the downtown

and finally,

- To initiate and carry forth the momentum needed for ongoing downtown development

A sophisticated real estate or retail investor will soon recognize the level of commitment by the downtown public and private sectors. And in fact may make a decision to locate in your downtown based upon an understanding of market potentials, financial requirements (such as tax or public land sale agreements), and the sense that this downtown has "got it together" in terms of a comprehensive development plan.

PHASE VI – ECONOMIC/FISCAL IMPACT ASSESSMENT

The final task which we typically prepare is an economic and fiscal impact assessment of what revitalization and new investment will mean to the citizens of the community and the fiscal structure of the city or town.

This final stage is important because residents, public agencies, and private interests will be concerned with the:

- Number of jobs generated as a result of revitalization and business expansion
- Amount of "new" personal income that will be generated in the community
- Induced spending in the local economy

and

- The impact of revitalization on the downtown rent structure and property values

In addition, there is typically a real concern with regard to the real estate taxes which would be generated from new downtown development and overall revitalization. For the people in the neighborhoods, the issue is: How will retail expansion affect my tax rate in future years? It may be wise to have that answer along with the impact that a revitalized downtown will have on municipal services.

produces a major portion of the continuing patronage necessary to support a downtown shopping district, and is typically an area where 80 to 85 percent of shopper expenditures are derived. Generally, the strongest influence on the trade area is extended closest to the business district, and gradually diminishes as distance increases. The trade areas for comparison retail goods (being general merchandise; apparel; furniture, home furnishings, and appliances; and specialty shops) and convenience goods (e.g., food, drug stores, and hardware stores) usually differ, with downtown comparison goods business attracting customers from a much larger area.

Based upon input provided by the merchants and consumer surveys in addition to an understanding of area roadway and transportation systems, natural boundaries such as a river or mountain range, and the geographic distribution of population in a region, appropriate retail trade areas are delineated. These trade areas will function as the boundaries within which potential retail expenditures will be generated.

Competition

A downtown will not typically generate more consumer purchasing power in future years than will exist within the trade area or areas. Rather, as a result of revitalization including new private investment, a downtown will tend to bring about a redistribution of future retail expenditures in the trade area. Accordingly, it is important to carefully evaluate the existing and planned competition in the trade area.

We must face the fact that suburban community and regional shopping centers, especially the larger facilities with major department stores, provide a *convenient* and *attractive* "mouse trap" for the bewildered consumer.

Characteristics to look at when evaluating retail competition for your downtown include:

- The location of the facility
- Size of the shopping center including the gross leasable area and parking spaces provided
- Who are the major tenants? That is, department stores, variety stores and key smaller tenants
- Are there planned additions to the existing shopping center or will there be significant changes in the tenant mix?

and finally,

- Identify suburban shopping centers which are either under construction or proposed for development. It is the impact of these new facilities plus the competition provided by existing shopping centers that will be of concern to prospective private investors in your downtown.

Consumer Purchasing Power

With a definition of the trade areas for each major category of retail goods in the downtown, and existing and proposed competition, we are now ready to quantify the total consumer purchasing power in the trade area or areas which could be available to existing and potential businesses in the downtown.

Consumer purchasing power or potential trade area expenditures are a function of the growth in population in the trade areas, potential future changes in income levels, and the percent of income which is likely to be allocated to retail and restaurant purchases in future years, commonly referred to as per capita retail expenditures.

By multiplying projected population in the trade areas by the per capita retail expenditures, the *total* potential retail expenditures in the resident market trade areas for each major retail category are derived for the base year and future years. These projected trade area expenditures are typically derived over a 5 or 10 year period and should always be expressed in constant dollars. These future trade area expenditures do not include an inflation factor and therefore represent real growth in trade area expenditures.

In basic terms, what we have defined is total potential spending by trade area residents, but not necessarily in your downtown. It should be emphasized that we are talking about *potential* expenditures, not *actual* future sales in the trade areas. In fact, a portion of existing and future trade area *expenditures* will be spent outside of the defined trade area. This "leakage" or exporting of retail dollars may be caused by more attractive retailing facilities in outlying areas.

The final category of potential future demand for downtown retail goods and services is expenditures by tourists or business visitors to your community. In recent years this market has become an increasingly important source of economic activity for numerous downtowns throughout the nation. This is especially so for "themed" or specialty retailing, restaurant, and entertainment complexes. Briefly stated, the tourist or visitor market should not be overlooked, and in fact may provide a source of future economic strength to your downtown.

Given our limitations of time this morning to fully explore tourist market evaluations, I would like to continue our focus on downtown's retail growth potentials based upon an understanding of resident trade area expenditures.

PHASE IV – CBD RETAIL MARKET POTENTIALS

During Phase IV the future retail growth potentials are prepared for the downtown. Before looking at the future, we must start with an understanding of existing sales in the downtown in relation to existing trade area expenditures.

By comparing the existing downtown retail sales levels which were derived for each major category of retailing during Phase II with the existing trade area expenditures as derived in Phase III, we can define the current *market capture rates* for the downtown.

For example, if current downtown apparel store sales are $1 million and the *total* existing trade area expenditures or consumer purchasing power is $5 million, then the downtown is currently capturing 20 percent of the apparel market in the defined trade area. This same analysis is undertaken for each category of retailing in the downtown.

With an understanding of the existing downtown market penetration rates, we now have a basis to look at the future. The real question is: *How will these existing market capture rates change in future years based upon various levels of public and private revitalization commitments to your downtown?*

The reason for posing this question is the fact that future retail market support for a downtown is *highly contingent* upon the overall convenience and attractiveness of the CBD. By attractiveness, we are referring to the type and quality of merchandising being offered in addition to the quality of the downtown's public environment. Potential private investors will also be concerned about the "levels" of revitalization commitments in the downtown.

Therefore, the two basic conditions which will be used to reflect future retail market potentials in the downtown are as follows:

Condition 1: The downtown physically and functionally

and the impact on real estate taxes and public service costs?

I would like to spend a few minutes to describe the retail market analysis and economic development process for CBDs which we have developed. The process basically consists of six phases, including:

- Project initiation
- Existing conditions analysis
- Trade area characteristics
- CBD retail market potentials
- Public/private retail development strategy

and finally

- An economic and fiscal impact assessment of the development plan

The output from initiating this comprehensive approach to CBD retail market and economic planning must be a clear and compelling justification for the establishment of prompt and coordinated actions which will maximize the economic potentials of the downtown business district.

PHASE I – PROJECT INITIATION

During Phase I, the only major task is for the market and economic consultant to work with the city or town administration, downtown property owners, and merchants, to formulate downtown revitalization goals and objectives which will not only function as a guide for the consulting team, but also to establish a direction for future downtown actions.

Typical goals and objectives include:

- To stem the forces of deterioration in the downtown and strengthen the public image of the area
- To increase the volume of economic activity and thus the number of employment opportunities in the downtown
- To increase investment in taxable real estate within the downtown area

and finally

- To improve the convenience and attractiveness of the city center as a place of retail, professional, civic and cultural services

With the downtown goals and objectives formulated, we are ready to analyze existing downtown market and economic conditions in Phase II.

PHASE II – EXISTING CONDITIONS ANALYSIS

Before exploring the market potentials for new development, we begin by carefully investigating the operating characteristics of existing downtown retail establishments. It is important to *immediately* approach local merchants and involve them in the planning process, for it is their future which is at stake. The most cost effective and efficient means of eliciting information from merchants is to design a business survey form which directs specific questions to the entire merchant group. A cover letter explaining the purpose of the survey and the importance of merchant participation in the survey will accompany the survey. The "confidence" level in filling out the survey must be established by stating that data will be tabulated by major retail categories and that information on individual businesses will not be reported to public agencies or the downtown study task force.

The merchant will be asked to identify the type of merchandise line, the gross selling area, rent structure, length of time in business, gross annual sales volume, a definition of the trade areas which the business services, the positive and negative factors of operating a business in the downtown, and recommendations for public and private actions which will enhance business in the downtown.

The results of the survey will provide a profile of the existing retail composition in the downtown including a comprehensive inventory of all occupied retail space classified by major retail categories. This inventory of occupied retail space is *extremely* important. The retail inventory, which is broken down by major retail categories, will reveal the overall distribution of occupied space and the "existing holes" in the downtown merchandise mix. Simply stated, we *must* have a complete downtown retail inventory before future retail growth projections can be prepared. The reason for this statement is that during Phase IV, future gross retail space demands for the downtown will be prepared. Subtracting the existing supply from the future gross demand for additional space will result in the "*net*" demand for additional retailing in the CBD, which will be *complementary* and *compatible* with the existing supply.

Consumer Survey

In addition, many market studies which we prepare also include a consumer survey. This survey will typically function as an important basis for defining retail trade areas. In addition, the survey will provide valuable information about:

- The consumer's social and economic characteristics
- What is the consumer's image of the business district?
- What are the real and/or perceived problems in the downtown from the consumer's perspective?
- Retail and restaurant spending habits and patterns of local and regional consumers

and finally,

- Physical and merchandising improvements which consumers would like to see occur in the downtowns

From information gained during the business and consumer surveys, a comprehensive understanding of existing CBD retail characteristics will be gained including a detailed profile of downtown business "productivity" levels in the CBD classified by major retail categories.

To calculate the existing retail productivity or total sales levels in a downtown, we will multiply the gross leasable area for each retail category by the average annual retail sales per square foot for each major retail category (e.g., general merchandise, apparel, furniture, specialty shops, etc.). Both the square footage and per square foot sales estimates were derived during the business survey, and form the basis of existing total sales levels in the downtown. These "base line" sales figures and square footage estimates will be *extremely important* in understanding the future growth potentials for the downtown business district as we will see in Phase IV.

PHASE III – TRADE AREA CHARACTERISTICS

During Phase III, we want to delineate appropriate retail trade areas for the CBD, identify existing and planned retail competition in the trade areas, and finally project the total consumer purchasing power within the trade area or areas which the downtown could potentially "tap" in future years.

The analysis begins by defining trade areas for each type of retail goods and services. The trade area is that area which

SUMMARY

Over the past three decades we have witnessed the dramatic expansion of suburbia. For example, the shopping center industry has flourished as a cornerstone of American life. In 1957, there were 940 shopping centers in the United States. Today this number exceeds 19,000 with the total 1978 sales volume in shopping centers estimated at $260 billion.

What emerges from our recent experience is the recognition that primary commercial development locations in many suburban markets throughout the country are rapidly diminishing. Frequently the developer is being forced to assess those secondary and even tertiary building location options in our downtowns which five or ten years ago would never have been considered for development.

In closing, I would like to mention the following points which may be useful in assessing the retail development potentials of your downtown.

- Establish an overall marketing theme and promotion strategy for your downtown which builds upon the unique qualities of the business district and strengths of local merchants.
- Recognize that physical improvements in and of themselves will not save your downtown. The key to revitalization is a *total* commitment by the private as well as public sectors. One of the biggest problems in downtowns is the multiple ownership of properties. Therefore, it is imperative that you gain the cooperation of local property owners.
- It should be recognized that retailing is only one function for downtown. Housing, office space, and entertainment or cultural uses for a downtown may be as important or even more important than retailing. These uses will create an "internal market" for retail goods and services. Therefore, when looking at the economics of your downtown, consider all potential land and building uses.
- Capitalize upon existing building assets which may be underutilized. Many historic and architecturally significant structures which were sitting ducks for the bulldozer are functioning as catalysts for downtown market and development activities. However, when evaluating adaptive use options it must be clearly understood that Boston's Faneuil Hall Marketplace will probably not work in a small community, although variations of this specialty retail prototype may be appropriate in your downtown.
- Realize that you may have to ignite the revitalization spark yourself without assistance from major outside private developers. Your downtown organization may have to negotiate for property, coordinate public and private financing, and establish a marketing plan for your downtown. Creativity may be your salvation!!

and finally,

- It is of utmost importance to spend time working with local merchants. Many of these retailers will be important to the future economic life of your downtown.

Until recently, the term "urban crisis" was a commonly used phrase. Today, this term ranks high on the list of endangered clichés in many parts of this nation. The urban renaissance which is spreading throughout the United States is closely linked to the rediscovery of our downtowns. However, it should be recognized that retail developers and operators will continue to be extremely selective about their downtown investments. Through careful market and economic planning, downtowners can assist existing businesses in recognizing their future potentials while being in a position to evaluate development proposals and provide new investors with the rationale for affirmative downtown decisions.

ECONOMICS RESEARCH ASSOCIATES
A Planning Research Company

334 Boylston Street, Boston, Massachusetts 02116
(617) 261-1965

Los Angeles • San Francisco • Dallas • Chicago • Orlando • Boston • Washington, D.C.

PRACTICING PLANNER

PRIVATE/PUBLIC EFFORT BUILDS MIXED USE PROJECT

September 1977

Private/Public Effort Builds Mixed Use Project

In Lexington, a unique team approach proves successful in building arena/convention center.

By David C. Petersen

Lexington, Kentucky, planned and started construction on a downtown mixed use complex within a three year period (1971-74). Two years later (1976), Lexington Center opened and included a convention center, sports arena and related retail space. This year a 377 room hotel opened to complement the center. Many cities are still talking about building centers such as this to "rejuvenate downtown." Lexington did it, in what seems record time.

Lexington Center is a reality because of a unique combination of financing and development techniques. Without the use of these techniques, the project may not have been possible in a downtown area. These techniques included:

- simultaneous development of public assembly buildings with hotel and retail facilities in a mixed use complex;
- financing plan based upon benefit/cost analysis;
- design/build or "fast track" development;
- guaranteed maximum cost of construction;
- guaranteed private investment in complex *before* financing public part of project; and
- origination of the Design/Build/Invest team approach.

How it was built. Here is the story of how Lexington Center got built.

In 1971, Lexington, Kentucky, felt the effects of center city decline: building obsolescence and deterioration, suburbanization of retail trade, and an increasingly drab environment along its Main Street. New regional shopping malls were successful and many other new residential developments and light manufacturing establishments had located in the suburbs.

Dynamic leadership was the single factor which ultimately distinguished Lexington from other cities which had similar problems and resources. This leadership resource proved to be the single most important reason for the city's ability to change its destiny.

Both the city's 1926 comprehensive plan and 1960s vintage urban renewal plan showed the need for and location of a new civic center which would contain a large auditorium or small arena. The plans and the site laid dormant, as did other projects described in the urban renewal plan.

Recently enacted state enabling legislation helped change things. The Lexington-Fayette County Convention/Tourism and Recreation Commission was formed in 1971. Its primary goal was the development of a convention center financed through a county tax on hotel and motel room charges. Paralleling the interest of the community's innkeepers for a convention center was the interest of literally thousands of local citizens in obtaining an expansion of the University of Kentucky Coliseum to provide more seating for home basketball games, tickets for which had not been available for ten years.

Recognizing the potential widespread local popular support for a combined arena and convention center project, the Tourism Commission decided to test the market demand and financial feasibility for such a facility. In March 1972, the commission employed consultants to conduct a study to evaluate the demand for various convention center/arena related private uses, primarily hotel and retail, as part of a multiuse development. Many combinations of sizes and elements had potential financial feasibility. Recognizing the difficulty of developing such a complex (mixed use, mixed ownership, mixed operation!), a private nonprofit corporation was recommended whose directors would be selected from the most respected individuals in the community. The corporation would have the power to acquire the land from urban renewal as

well as adjoining parcels, issue bonds to finance the project and operate the complex. The mayor of Lexington and the county judge (chief executive officer) of Fayette County selected names of prominent citizens that they separately believed to be the most capable and successful individuals in the community. Both lists were nearly identical. The persons were asked to serve on the board of directors of such a corporation. The Articles of Incorporation for the Lexington Center Corporation were drawn in May 1972. By the following month, the completed market analysis, evaluation of alternative financing plans and recommended "next steps" were presented to the newly formed corporation.

Organizing for action. The corporation subdivided itself into the following committees comprised of two to four members: Executive Committee (to make management decisions to be ratified by the full board), parking, hotel, arena, convention and theater.

The corporation determined that financing would be through a revenue bond. Two years earlier, the voters rejected a general obligation bond issue for a civic center development. While the board wanted to avoid seeking voter approval for such a large project this time, it also recognized the necessity for public support.

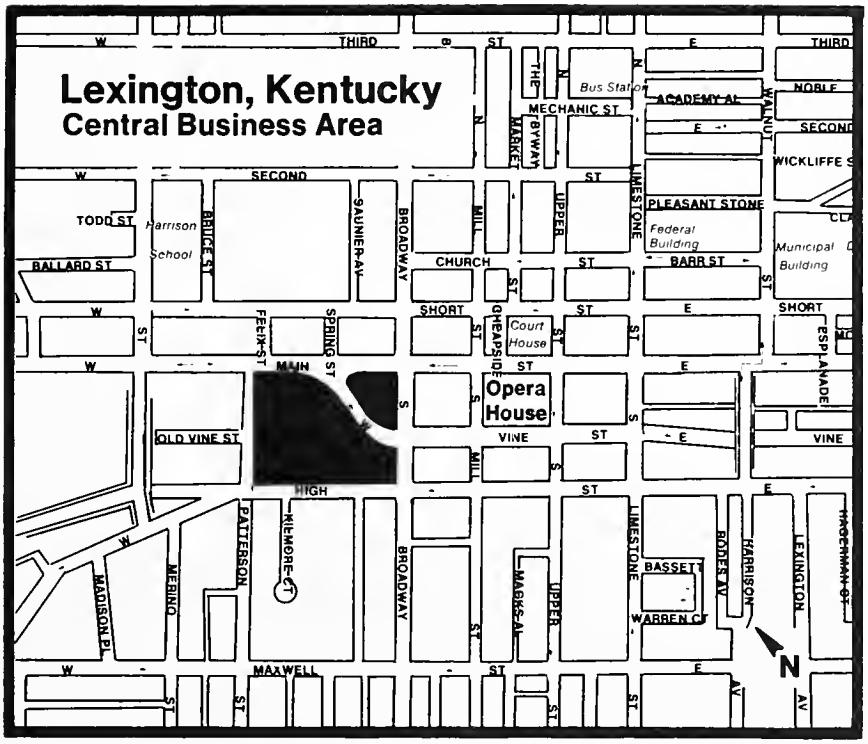
Major goals. The Board of Directors of the Lexington Center Corporation recognized the potential of mixed use development for accomplishing other community goals:

- revitalization of the central city through development of a major (11 acre+) parcel within the urban redevelopment plan;
- development of a large arena for presentation of family shows, concerts, and University of Kentucky basketball;
- construction of an exhibition hall, meeting rooms and banquet facilities to accommodate major state and regional conventions; and
- addition of a theater to accommodate some 13 separate local cultural, arts, and music oriented groups.

If all this could be done through one of the several self supporting financing plans that the consultants proposed, the corporation would be able to realize this most ambitious program.

The center is a reality because of a unique mixture of financing and development techniques.

The board ultimately agreed with the words of one of its members who stated, "Let's shoot for the moon."



Translating goals to objectives. Individual investigation, committee research, the feasibility report and follow on consultation showed the board that the undertaking may be "overambitious." The board was unable to identify any other public assembly facilities in the nation which, without professional basketball and professional hockey teams, were able to generate enough income to cover operating expenses and debt service. However, the consultants designed a financing plan which utilized income from a convention oriented hotel and specialty retail shops and restaurants to support debt service on the arena/theater/convention center. The financing plan included a ground lease for the development of the hotel and a master lease of the retail space to produce sufficient revenues, when combined with the income from the public assembly facilities, to cover operating expenses and principal and interest on the bonds. Proceeds of the corporation's bond sale were intended to pay for the development cost of the arena, convention exhibition facilities, theater and retail space. The plan required that the hotel be privately financed.

By November 1972, the board had become thoroughly familiar with the scope and market support for its development and recognized the need to obtain a full time professional staff person to help implement the plan. By this time the elements of their development plan were clear: a 350 room hotel, retail space, 25,000 seat arena, convention/exhibition facilities and theaters, all of which would be integrated in a mixed use development. Furthermore, the board recognized that the financing and operations must be self supporting, there could be no construction cost overruns and the facilities must be completely equipped. Also, the participation of a private developer must be secured if the hotel were to be privately financed and the risk inherent in leasing the retail space were to be minimized.

Tools and techniques. Key persons associated with the development of the complex (the mayor and county judge as well as the Board of Directors of the Lexington Center Corporation) recognized all along that they must take bold, imaginative and original steps in devising a means to carry out their ambitious plan. The formation of the Lexington Center Corporation and the powers it was given were certainly major steps in this direction. The willingness of the Tourism Commission members, mayor and county judge to give up "control" and "the credit" for this project was truly an unselfish act. The Board of Directors of the Lexington Center Corporation, as well as its creators, recognized the inherent dangers, risks and potential blame if their plan fell apart. Nevertheless, they approved the expenditure of more than $35,000 for the market analysis and feasibility study and then made a contractual commitment to retain a full

Dynamic leadership proved the most important reason for the city's ability to change its destiny.

time executive director. Expenses of the Lexington Center Corporation's activities were paid by the Tourism Commission's room tax revenues.

Between November 1972 and January 1973, the corporation presented the concept to the local newspaper and obtained its support. The corporation also secured the consulting services of three general managers of similar arena/convention centers to refine operating revenue and expense projections for the complex and prepare a furnishing and equipment budget for the complex. The corporation refined their alternative financing plans to reflect the benefits and cost of the project and continued to solicit the interest of builders, architects and investors in the project. The corporation formally adopted criteria by which it would evaluate the strengths and capabilities of its potential builder, developer and investors. The corporation determined that it could best achieve its objectives by requesting a single proposal from a team, consortium or joint venture comprised of all three professional services it required—design, build and invest. The concept of a Design/Build/Invest (DBI) team led the corporation to request proposals *only* from firms which had formed such teams and were willing to submit a single statement of their combined qualifications and experience.

In December 1972, the corporation requested a statement of qualifications, experience and financial strength from interested firms. The following month the corporation met to evaluate each team's submission, based upon the criteria that they had adopted earlier. The three top ranked teams were notified in January 1973 of their selection and requested to make a formal written proposal to the corporation in April. Their proposals were to contain the following information:

- a building program and design for the complex based upon the market study findings which the corporation had adopted;
- a guaranteed maximum construction cost for the development which was not to be exceeded;
- the total amount of retail and restaurant space which the developer would master lease;
- the size of the hotel which the developer was willing to finance and construct;
- the total amount of revenue which the DBI team would pledge to the Lexington Center Corporation from the lease of the hotel and master lease of the retail space; and
- the construction time required to complete the entire project.

The three teams were notified that the best proposals would result in award of the contract to design and construct the complex, if it were financially feasible. The other two teams would be paid a nominal amount as partial compensation for their "good faith" efforts. Written proposals and presentations were made by each of the three teams in April 1973. Following the presentations and review of written proposals, the corporation selected a team comprised of a builder and architect. The team agreed to provide the master lease on 80,000 square feet of retail space, guarantee the development of a 350 room hotel, 23,000 seat arena and 60,000 square feet of convention/exhibit hall, meeting room and banquet space. Between May 1973 and April 1974, the corporation worked daily with this team. Under an interim agreement, the team put forth its best efforts to refine and document its plan to the satisfaction of the corporation's consulting engineer, who had been retained under a separate agreement. Having completely negotiated the necessary agreements for the leases, construction management and design of the entire complex, bonds were sold in the amount of $37 million in April 1974.

There were numerous public benefits to be gained from this mixed use project. The Commonwealth of Kentucky would reap tax benefits resulting from increased convention activity. The University of Kentucky would benefit from increased attendance at its basketball games.

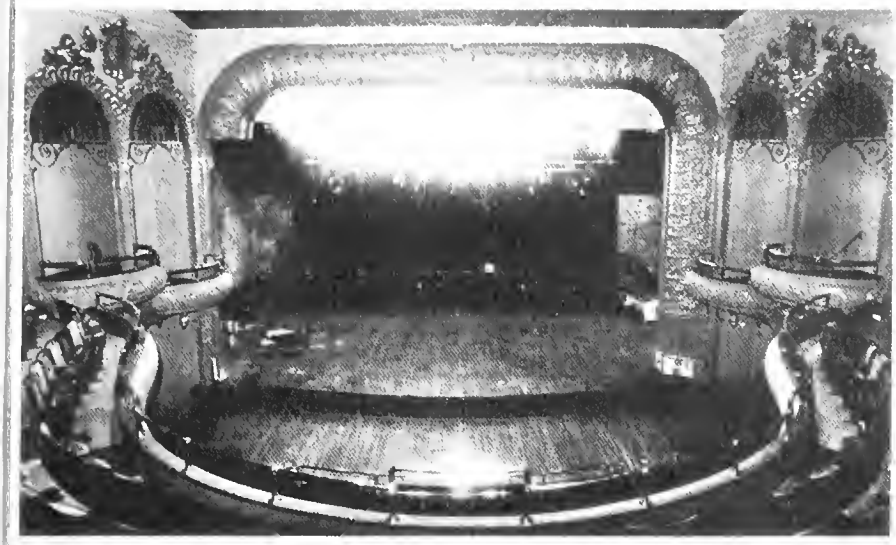
The City of Lexington would experience direct economic benefits resulting from the increased spending, completion of its urban renewal project, new jobs and businesses. Because of these benefits, the state and the city

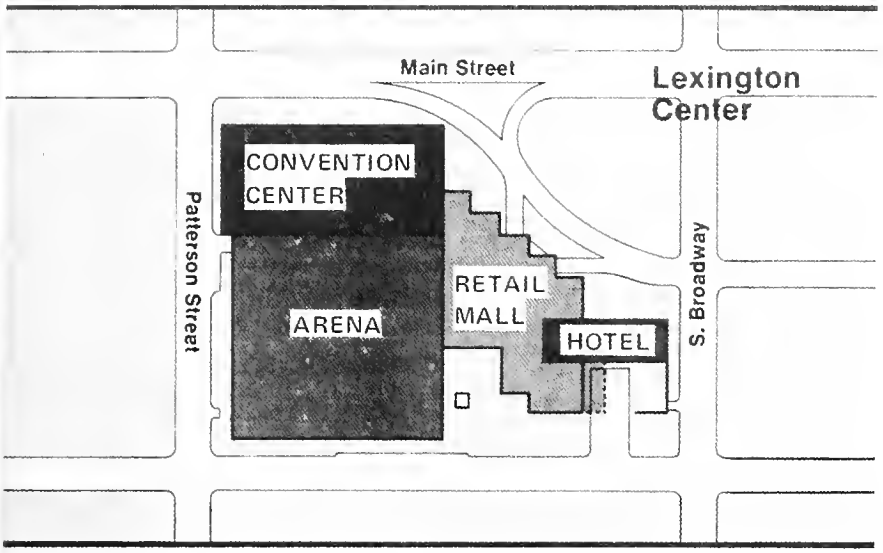
There were numerous public benefits to be gained from this mixed use project.

agreed to pay a portion of their financial benefit to offset the cost of development. The state and university agreed to reallocate $4 million (which had been appropriated to expand the University's Coliseum to the corporation). The City of Lexington entered into a year to year lease back arrangement with the corporation, agreeing to pay the Lexington Center Corporation an estimated $300,000 a year (representing a portion of its estimated $500,000 a year direct financial benefit from the development of the complex). In other words, the total $41 million cost was reduced to $37 million as a result of the state grant, and the City of Lexington agreed to contribute $300,000 a year toward the debt service on the $37 million revenue bond issue.

Following delivery of the bonds in June 1974, construction began on the Lexington Center. The corporation had taken a realistic approach in developing a time frame for the project. Needless to say, its progress was not, and is not, without the numerous threats, lawsuits, disappointments and controversy that attend all new ventures, particularly one as unique and complex as this development. The corporation "had done its homework" and sought the support of nearly every

This 11 acre parcel of land on the southwest corner of Main and Broadway Streets was chosen as the location for Lexington Center. Ground was broken in June of 1974; Lexington Center opened in October 1976.





A restored Lexington Opera House (left) reopened in 1976, 100 years after its original construction; restoration was financed by the Lexington Center bond issue. The University of Kentucky's basketball games are played in Lexington Center's Rupp Arena (below), which seats 23,000 people.

civic, social, religious and service organization. The board also offered the private developer a relatively sound investment climate through the experience and qualifications of its directors and provided a buffer to the uncertainties of future elected officials and a fickle press.

The results. In October 1976, Lexington Center opened with over 80% of its retail space leased. The Central Kentucky Exposition of Business and Industry and the new Rupp Arena were christened with a series of tours and concerts. The old Lexington Opera House, constructed in 1886, had been opened earlier that year and its complete restoration and equipping had been financed ($2½ million) from the Lexington Center bond issue.

In May, 1977, the 17 story, 377 room Lexington Hyatt Regency Hotel opened, which significantly enhances the ability of the complex to attract major conventions to the Bluegrass State. Last year, public sale of tickets to the University of Kentucky basketball games were offered on a five year season ticket basis and were sold out within 24 hours; there are reportedly 5,000 persons on the waiting list.

Epilogue. Formulation of the goals, objectives and techniques of the Lexington Center Corporation certainly did not occur sequentially. Throughout the planning and development process, the board, its staff and advisors continually refined their approach in view of the relationship of benefits, beneficiaries and costs of the development. Throughout the negotiations with the developer (DBI team), the board rigorously evaluated the incentives and obligations of all parties involved in bringing the complex to reality. Delays in developing the necessary parking facilities resulted in a delay (of five months) in the opening of the hotel. Ongoing negotiations for the final design, construction, installation of equipment and furnishings, and the board's own management of a $500,000 a year concession operation have caused operating costs for the first 12 to 18 months to be in excess of original projections. Nevertheless, this pioneering effort undertaken by the city, county and its nonprofit corporation (which acts as the agent of the city/county government for the development and operation of the Lexington Center) have explored new territory and opened up new vistas for other communities to learn and benefit.

As with any effort of this magnitude, the Lexington Center complex must be evaluated in perspective.

- What would have been the cost to the community without the complex? The "no action" or "do nothing" alternative?
- What would have been the cost to the community of continued central city decline?
- What have other cities paid and continue to pay, for this size and quality of public assembly facilities?

Certainly, the popular press, professional journals and trade media abound with compelling arguments and detailed descriptions of the need for public/private partnerships and the benefits of mixed use developments. The Lexington Center development offers a real world example of what must seriously be considered in addressing the needs of our central city areas as well as the needs of a community for public assembly facilities.

David C. Petersen served as consultant to the City of Lexington and its Tourism Commission (1971-72) and later became the first executive director of the Lexington Center Corporation (1972-75). He has returned to private consulting and is now managing the Southeast Regional Office of Economics Research Associates, Orlando, Florida.

Economics Research Associates
A Planning Research Company

Los Angeles • San Francisco • Dallas • Chicago • Orlando • Boston • Washington, D.C.

GS 002—780

SPECIALTY CENTERS

1981 UNIVERSITY OF SHOPPING CENTERS

New Orleans, LA.

Presented by:
DON M. STEWART
Vice President

INTRODUCTION

The specialty center is a phenomenon that has flourished in the past decade and has become a major factor in the shopping center industry. Consequently, the specialty center has earned a position for individual consideration in the review of shopping centers in general. Specialty centers are treated separately primarily because of their unique market appeal, which is based on a restaurant/entertainment draw.

The primary reason for attending a specialty center is to dine, have fun, and be entertained. This is accomplished by the specialty center featuring major restaurants as the key tenants and through atmosphere based on both architectural design and natural setting.

Because of this special market appeal, specialty centers typically draw from longer distances than standard centers and, as a result of their appeal, are destination locations.

Most specialty centers have certain essential features in common: they employ a unifying theme in architectural design, which is carried out by the individual shops; they are anchored by restaurants and entertainment facilities rather than by department stores or supermarkets; they strongly appeal to tourists as well as to local shoppers; and their tenants typically offer unusual merchandise.

Because its basic appeal is entertainment and recreation, emphasizing dining and a specialized atmosphere, the title specialty "retail center" actually is a misnomer—specialty "entertainment center" would be more appropriate.

Due to their unique characteristics, specialty centers are not directly competitive with conventional shopping centers, which are designed to serve the more frequently recurring needs of local area residents.

To create a special atmosphere, the scale of specialty center design adds to the center's attractiveness as a gathering place. An imaginatively designed center can offer relief from the fast-paced, overscaled, high-pressure atmosphere of most major cities. To draw visitors, therefore, the specialty center developer must be careful not to make the center too large. From a practical standpoint, the center's size is limited by the problem of finding a sufficiently diverse group of small tenants. While specialty centers range between 50,000 and 250,000 square feet, the optimum range seems to be 100,000 to 150,000 square feet.

Examples of specialty centers are Ghirardelli Square and The Cannery in San Francisco, Boston's Faneuil Hall, The Station in Pittsburgh, and the Farmers Market in Los Angeles.

The basic areas of study covered in a specialty center study are:

- Competitive Analysis
- Economic Base Analysis
- Market Capture, Attendance and Expenditures
- Sizing, Tenant Mix and Parking Requirements

COMPETITIVE ANALYSIS

A complete and detailed analysis of competitive specialty centers is vital to evaluating a proposed center from the standpoint of assessing the amount of market support available. The analysis can also provide information and data about sizing and tenant relationships. Factors considered in the competitive analysis are space allocation by tenant category, annual sales by type, sales per square foot, lease rates, visitor counts, parking availability, and tenant lists. This information affords the prospective developer of a new center a sound data bank on which to draw in establishing planning parameters. Also included in a competitive analysis are license plate surveys which can be classified by postal zip code to measure actual market capture rates by distance.

ECONOMIC BASE ANALYSIS

Before committing to build a specialty center, the potential of the proposed location must be assessed by determining the available market size and demographic composition. It is also important to estimate the level of tourist activity in the area, since tourists can be an important source of business for a center. The economic base analysis for a specialty center also includes an evaluation of market area income and population characteristics.

In making such an analysis, economic base data typically are gathered from census data and economic base studies, then are compared with similar information for a wide range of existing centers. This comparative evaluation establishes the proposed center's relative demographic strengths and weaknesses as the basis for the decision making.

Resident Market

The resident market for a specialty center is defined as the population within a given radius of the site. The market area is typically divided into segments based on the experience of comparable centers, modified by competitive factors.

Population residing within the primary or immediate market area of the site is the key to any proposed center's potential. Within this primary market, the critical area usually is a 10-mile radius, since local residents living this close will visit the center most frequently. The specialty center can also fulfill some of the convenience shopping needs of people who live very close to the center. Competition, market density, affluence, and tourist activity are the main factors to consider in the primary market segment.

The radius of the secondary market area varies widely within the location and geography of the area; it can extend as far as 50 miles. The limits of the secondary market usually are dictated by population density, with the radius of the secondary market typically being smaller in a metropolitan location and greater in a more isolated and sparsely populated area. Again, competition must be taken into account when determining the area's boundary.

Age and Income Characteristics

Two demographic factors important to specialty center development are age and income level. They determine a center's

marketing strategy. In suburban centers with young markets, for example, it is appropriate to emphasize certain fast-food tenants, movie theaters, recreation elements, and live entertainment. In contrast, a metropolitan area center should be geared to larger restaurants and specialty shops that appeal to adults. High-income areas should emphasize top-quality shops. The overall design and the theme chosen for the center also should reflect age and income factors.

Tourist Market

The tourist market can be important to a specialty center. Examples of centers that rely heavily on tourist trade are Ghirardelli Square and The Cannery in San Francisco. Some 30 to 40 percent of sales in these centers are attributed to tourist visits. It is more typical that a specialty center will derive 10 to 15 percent of its sales from tourists. Even at this level, the proportion is significant and deserves special attention.

Estimated Attendance and Per Capita Expenditures

Once the primary market is determined and the secondary and tourist markets analyzed, market potential can be translated into estimates of attendance and visitor expenditures. In making these estimates, the characteristics and operating experiences of existing specialty centers provide the most reliable and useful guidelines.

One approach to market definition relies on the actual experience of existing successful centers, with data from these centers applied to the proposed center. A review of market penetration rates for typical specialty centers shows a correlation between distance from the center and attendance. The steady decline in market penetration as distance increases is clearly demonstrated when the experience of successful centers is analyzed.

Estimated Market Penetration of a Specialty Center

To develop penetration rate estimates for proposed developments, it is best to understand the patterns of existing specialty centers, modified by considerations related to location and site amenities. Using a market penetration rate to develop an estimate of annual attendance is unique in market analysis. This approach is taken because the attraction of a specialty center is based more on entertainment appeal than on the standard appeal of retail shopping. The conclusion of most market penetration rate evaluations is that primary market residents—those who live near the center—will attend most frequently, with the attendance decreasing in direct relation to distance from the center.

Tourist capture rates are similarly dictated by proximity to concentrations of tourists and the degree of competition for their time and funds.

Sales Projections

Once the economic base analysis, market evaluation, and competitive analysis are completed, the proposed center's sales can be projected. That specialty retail centers are entertainment attractions is supported by the fact that retail shops in such centers invariably achieve substantially lower sales per square foot than restaurants, food outlets, and entertainment areas. Because visitors are attracted primarily for dining and entertainment, it follows that they also tend to visit specialty centers less frequently than standard retail centers. Consequently, analysis of a specialty center is treated in the same manner as analysis of any other commercial recreation attraction. That is, the market is divided into primary, secondary, and tourist markets, and market capture rates are then assigned. As previously mentioned, the capture rates are based on rates achieved by similar projects. This approach to the analysis seems to work better for planning a specialty center than the more usual shopping center feasibility approach, where population and disposable income data are tallied to arrive at available market support by retail category.

Like capture rates, sales growth projections for specialty centers are based on market growth and increased market capture rates of comparable centers.

Estimated Per Capita Expenditures

Per capita spending by visitors at a specialty center is directly linked to length of stay at the site. As a result, the general size of a center and its emphasis on food and beverage versus merchandise will tend to dictate the level of expenditures. Experience indicates that a center of average size attracts per capita expenditures of $3.25 to $4.25. Based on typical space distribution, which is heavily weighted toward shops, about 60 percent of a specialty center's sales are for merchandise, with the remainder for food and beverages.

CENTER SIZE AND CONTENT

Retail space absorption potential for any proposed specialty center development can be projected, once attendance and expenditure estimates are determined, by merely multiplying the number of visitors by per capita expenditures. Resulting annual revenue is then divided by industry averages of per square foot sales to determine demand in terms of square feet of gross leasable area. The industry averages typically selected are based on minimum levels required for financial success, as demonstrated by other centers.

Suggested Tenant Mix and Sizing

Typical tenant mix for a specialty center is as follows:

40 percent — Food Services

15 percent — Apparel Stores

45 percent — Specialty Merchandise Outlets

Careful attention to nonduplication of shops should be given.

Also, a survey of local market area restaurants should be reviewed so as to offer a noncompetitive food package.

The sizing of shops and restaurants is best determined by reviewing the data found in the competitive analysis. Typically, shops average between 800 and 1,000 square feet with restaurants in the area of 5,000 to 7,000 square feet.

Parking Requirements

In determining parking requirements for a proposed specialty center development, average peak-day visitation is another concept borrowed from commercial recreation attraction analysis. It is a measure that expresses the busiest period anticipated at the facility being planned. Within a specialty center, surges in patronage can be accommodated by crowding in additional visitors, but adequate parking is prerequisite to attracting those visitors traveling by automobile. Factors included in analyzing peak-day parking fluctuations are monthly, weekly, and daily attendance patterns.

In determining parking requirements, variations in the number of persons per group must be considered. It has been established that centers attracting family groups show a higher number of persons per car than those drawing older adults and/or tourists. The availability of public transportation also must be taken into account in this analysis. As a rule, suburban centers require substantial amounts of parking, while centers in more urban locations usually need less parking. Properly planned parking requires balancing this knowledge of visitor length of stay, persons per car, peak daily attendance, public transportation utilization, and nearby available parking. As parking often is offered free of charge, an analysis of the availability of land and an allowance for an adequate number of spaces are critical to the center's planning and ultimate success.

These are the primary methods used in the evaluation of a specialty center.

ECONOMICS RESEARCH ASSOCIATES
A Planning Research Company

Los Angeles • San Francisco • Dallas • Chicago • Orlando • Boston • Washington, D.C.

Journal Of Housing

July 1980

Journal Of Housing

Volume 37, Number 7 **July 1980**

Features

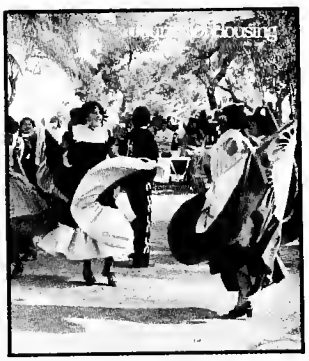
377 *David A. Wilcox:* Attractions management is key to a revitalized downtown's success

383 *Sheryl J. Lincoln:* Single-room residential hotels must be preserved as low-income housing alternative

387 *Gary A. Tobin:* Housing/CD leadership roles depend on public awareness of programs

Departments

362 Directory of Services
364 Opinion & Comment
366 News Reports
393 State Reports
395 City Reports
403 Court Reports
405 People
406 Events
409 Books, Reports, & Periodicals
417 Products, Services, & Literature



Cover. The colorful dances of Hispanic citizens of Yuma, Arizona, are but one of the attractions used to lure visitors to that city's downtown area. Regular historic coordinated visitor generation programs are the subject of this month's cover feature story. Author David A. Wilcox, on page 377, discusses the use and management of downtown attractions programs and the capability of such activities to aid business retention and growth.

Editor: Frederic M. Vogelsang. **Assistant Editor:** Edwin C. Daniel. **Managing Editor:** Glenna L. Hoyt. **Associate Editor:** Terence K. Cooper. **Design and Layout:** Larry Roser. **Advertising Director:** Stephen A. Weil. **Advertising/Production Assistant:** Jacquelyn L. Paige. **Contributors:** *Court Reports*—Victor A. Altman, Krooth and Altman; *Books, Reports, and Periodicals*—Mary L. Pike, NAHRO.

Journal of Housing (ISSN 0164-646X) is published monthly, except August-September issue, which is combined, by the *National Association of Housing and Redevelopment Officials, 2600 Virginia Avenue, N.W., Washington, D.C. 20037*, Paul D. Chapman, President; Robert W. Maffin, Executive Director. Annual subscription for members of NAHRO is included in membership dues. Nonmember subscription: $33 per year. Single copy: $3. Second class postage paid at Washington, D. C.

Regional Reporters: John F. Johnson, Brockton, Massachusetts; 617/584-5875. Robert Moyer, Dover, Delaware; 302/678-4264. Doris Kunkle, Lincoln Nebraska; 402/471-3111. Charles Marinec, Springfield, Missouri; 417/869-6316. Theresa Murphy, Seattle; 206/223-4449. E. Earl Newkirk, Alameda, California; 415/522-2707. Kerry M. Gubits, Denver; 303/534-0821.

Editorial and advertising offices:
2600 Virginia Avenue, N.W.
Washington, D.C. 20037
202/333-2020

Reprinted from Volume 37, Number 7, July 1980, *Journal of Housing*, an official publication of the National Association of Housing and Redevelopment Officials, 2600 Virginia Avenue, N.W., Washington, D.C. 20037.

Economics Research Associates

A Planning Research Company

LOS ANGELES

CORPORATE HEADQUARTERS
10960 WILSHIRE BOULEVARD, LOS ANGELES, CALIFORNIA 90024
(213) 477-9585

SAN FRANCISCO

680 BEACH STREET, SUITE 370, SAN FRANCISCO, CALIFORNIA 94109
(415) 775-3170

DALLAS

7616 LBJ FREEWAY, SUITE 715, DALLAS, TEXAS 75251
(214) 387-2131

CHICAGO

1100 JORIE BOULEVARD, OAK BROOK, ILLINOIS 60521
(312) 887-0630

ORLANDO

220 PALMETTO AVENUE, ORLANDO, FLORIDA 32801
(305) 841-4220

BOSTON

334 BOYLSTON STREET, BOSTON, MASSACHUSETTS 02116
(617) 261-1965

WASHINGTON, D.C.

1764 OLD MEADOW LANE, McLEAN, VIRGINIA 22102
(703) 893-1560

PROVIDING CONSULTANT SERVICES TO PUBLIC AND PRIVATE CLIENTS SINCE 1958

David A. Wilcox

Attractions management is key to a revitalized downtown's success

What does a redevelopment official do after the bulldozer has come and gone and the downtown project has been a success, resulting in a new built environment? What does he do to ensure that the people use the new streets, shop in the new stores, and thereby make downtown an 18-hour-a-day city instead of the 10-hour-a-day city it previously had been? What is the justification for spending urban beautification money and providing numerous low-interest commercial rehabilitation loans? Can the redevelopment official bargain for program performance from interest groups?

In an era of tax limitation measures, high interest rates, and the declining value of the community development dollar because of inflation, it is time for community development professionals to negotiate performance programs with those parties who consistently ask for, and get, revitalization assistance.

For the last 30 years, renewal and revitalization have been in the process of recreating attractive shopping and visitation experiences in all sizes of downtown space. In only a few examples, however, are there committed track records of integrated and coordinated regular annual promotional, entertainment, and visitor generation programs. In medium-scale metropolitan areas, one can normally find the following types of entities speaking in favor of revitalization as an aid to business retention and growth: the Chamber of Commerce; the Convention Visitors and Tourism Bureau; a downtown development authority, corporation, or association; the community development department, agency, or bureau; the city parks department; the community historical society; the annual festival and parade and other ceremonial activity sponsors; the municipal bus lines or rapid transit district; and the major owners, investors, and primary tenants.

All of these groups consistently interact with one another for the achievement of common goals. For the most part, the principle actors are all known to one another and are coopted onto various types of advisory committees, support groups, and grants capture advocate committees. As individual organizations, and as groups with common causes, the focus normally is placed upon specific project-by-project financing and construction rather than upon performance of the whole downtown as a customer and visitor capture center.

Entertainment is Key

A part of the necessity to pay greater attention to the need for a downtown attractions management program is the fact that most downtowns are undergoing a conversion of uses and, in the main, losing their former advantage as the prime retail area. Commercial entertainment has become a viable economic activity based upon the stabilization, retention, or growth of additional office daytime population,

Mr. Wilcox is a principal in Economics Research Associates, Los Angeles, which is a planning research company.

whether governmental or private in character. Many cities have moved to carefully clarify the economic activity revenues that they wish to collect from the new strengths and the new uses that have been appearing in downtowns. For example, motel/hotel guest taxes are frequently funneled to a convention and visitors' bureau to market the convention trade, which usually focuses on downtown locations.

Local government also has an edge in the annual negotiations concerning the contract funding of Chambers of Commerce as well as convention and visitors' bureaus. In addition, local government may be able to utilize the negotiating technique to increase the incentive for coordinated downtown attractions management during lease or maintenance negotiations with such organizations as those that operate at historic facilities or a performing arts group.

In many instances across the country, community development, redevelopment, or urban renewal authorities have tried to generate community interest in a unique events program. This obviously is not the full-time charge of the community development agency. Nevertheless, a number of agencies have seen such efforts during project development periods as useful in demonstrating the strength of the visitation market and also as important to give a new image to the downtown.

"In only a few examples. . . are there committed track records of . . . visitor generation programs."

The business of the new downtown is the capture of customers and visitors, and the stimulation of as many frequent return visits as possible. It should do this because it is not a mall, because it is historic, and because it has specialties that sub-centers cannot offer. Downtown is an entertainment experience—cities pay to cause urban renewal and to cause commercial rehabilitation, and to support a Chamber of Commerce's economic development activity, and to support a convention and visitors bureau, and to provide the space to societies, associations, and non-profit corporations, and for the maintenance of all the public spaces and facilities that make downtown liveable and attractive. Cities, therefore, have the unique capacity to negotiate with all of the actors in downtown for the development and the operation on a continuing basis of a high-quality calendar of attractions and of the management of those attractions.

A few examples of recent developments are drawn from various sizes of communities across America. In some cases, concept has gone to implementation in as short a time as six months.

Perhaps one of the best examples of an outreach program designed to capture new visitation, longer stays by visitors, and return visitation was initiated some years ago in Philadelphia by the special grouping of cultural and museum facilities that line the Ben Franklin Parkway. The Philadelphia Cultural Alliance is an example of public and private facilities jointly working together in an environment where most of the member facilities are contiguous to one another.

Most cities and towns do not have strongly contiguous visitation centers and facilities, and most usually are faced with the problem of creating a network that can be read by the visitors who must find their own pathways to the civic, cultural, and business uses that are the downtown pattern. Five recent examples of planning and of the initiation of attractions management provide a more likely potential experience for communities that are considering the initiation of downtown attractions management.

Yuma, Arizona

In 1978, the City of Yuma, Arizona, in cooperation with the Yuma County Chamber of Commerce, laid the groundwork for an attractions management group that included the State of Arizona Parks Department, the City of Yuma Parks Department, the Quechan Indian Tribal Council, the Chamber of Commerce Visitor Center, and the Arizona State Historical Society, as well as the Yuma Fine Arts Council. Other members that have since joined include the Yuma County Library, the Yuma Assistance League, and several merchants concerned about economic development in the older downtown. A program calendar was established that included a complete cycle of new annual events designed to offer downtown, its historic places, and the unique spaces found there as a comprehensive program designed to draw visitors throughout the year. The calendar particularly emphasizes the draw of visitors during the six-month winter tourism season from November through April.

Many historic sites of fairly small scale crowd around the Yuma Crossing of the Colorado River. Under a performance contract between the City of Yuma and the Chamber of Commerce, the Yuma Cultural Alliance annually carries out a one-day program of festivals, ceremonies, and visitor experiences at the various historic sites near the river. In a city of 35,000 people within a county with a total population near 80,000, the Yuma Cultural Alliance was able to attract 10,000 people for its first event in 1979. The same event this year drew 14,000 visitors. There is nothing remarkable about this. It is the result of hard work, determined strategy, and a great deal of volunteer effort. The population is there, it is interested in attending and enjoying such events, and it brings business and place identity back to a downtown in the process of substantial transition.

Scenes from the Yuma, Arizona, "Crossing Days" celebration depict a variety of attractions, craft demonstrations, concerts, and historic sites designed to lure visitors to the city's downtown area. The activities were initiated in 1979 as a part of a deliberate attractions management program in the older downtown area.

Wichita, Kansas

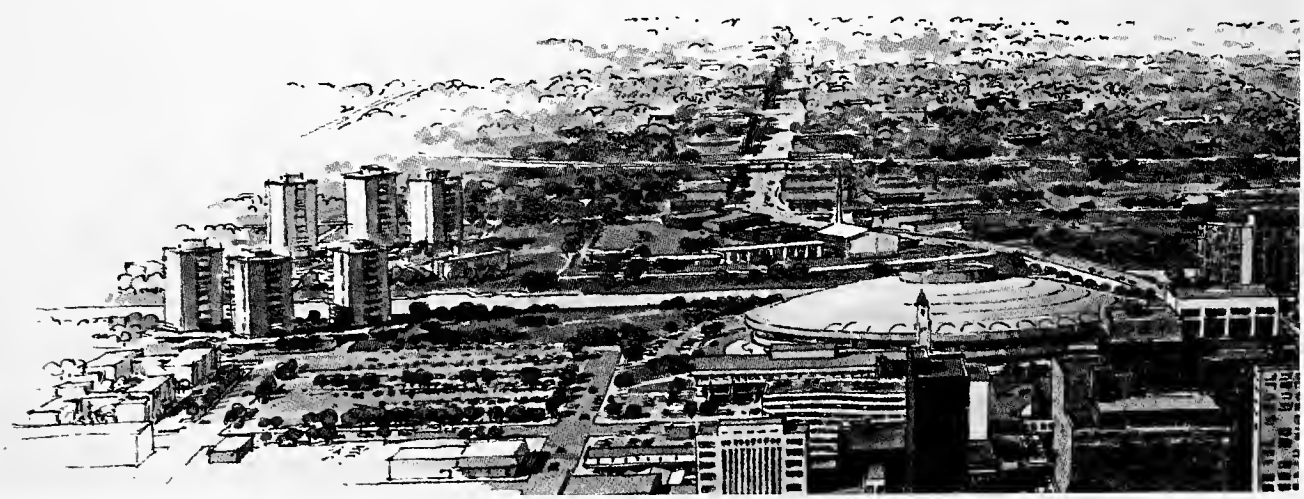
Wichita, Kansas, has deliberately developed, over the last two decades, two very strong axes that intersect in the downtown at the Arkansas River Crossing. Strung out along these two axes are the primary historic and convention visitation focusses of Wichita. A two-mile drive connects the historic Union Station and Rock Island Depot area on East Douglas Avenue to historic Cow Town, a re-creation of the founding of the town in the 1870s at the head of the Chisholm Trail. Throughout the year, along this two-mile strand of facilities, most of which are publicly owned and maintained, different events are held by the individual sponsors and support groups at each of the facilities. While there is as yet no formal integration of all of the facilities in a common marketing approach, there is substantial coordination and some joint planning.

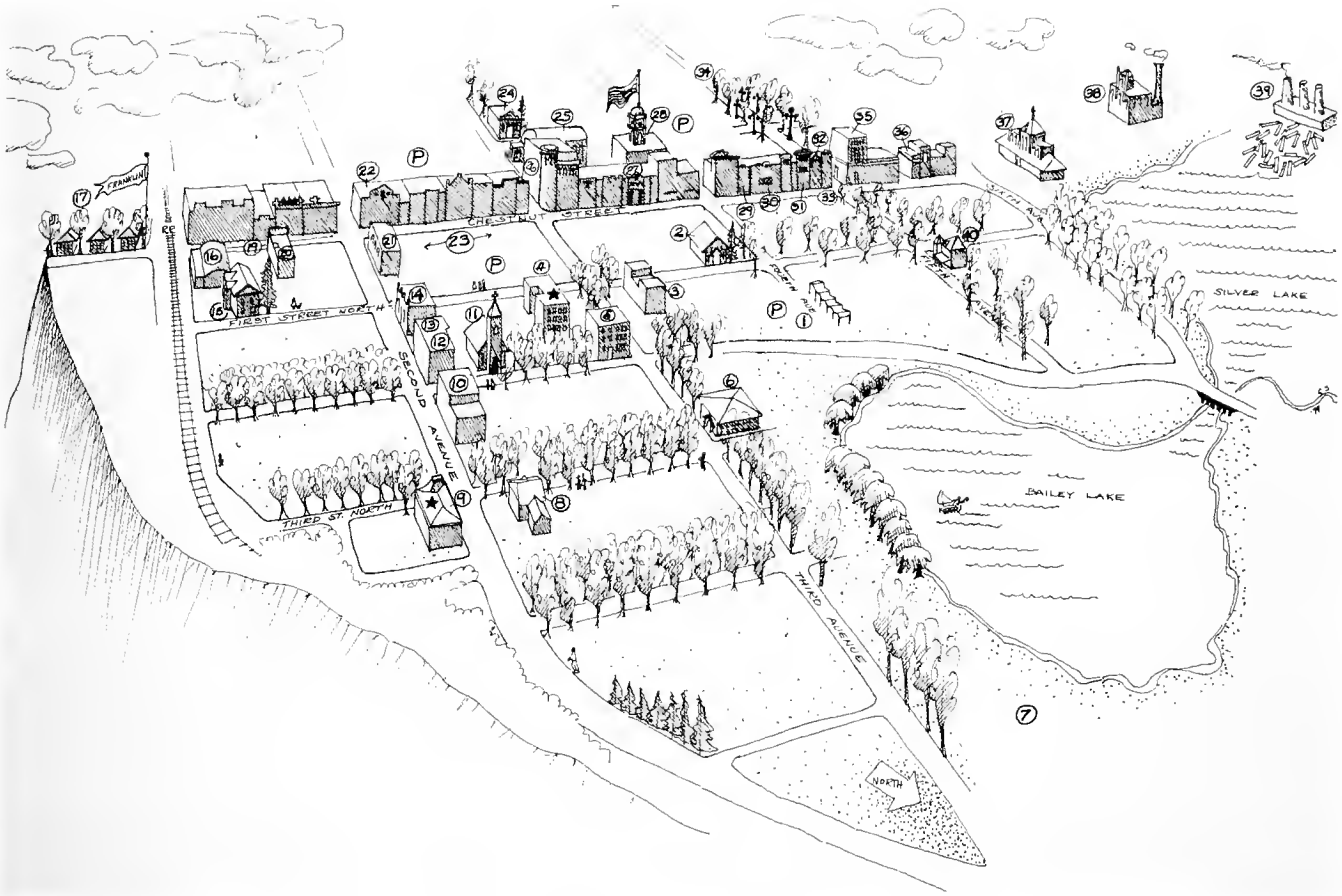
The landscaped Arkansas River banks provide a handsome greenway and western boundary to the core of downtown and are consistently used for annual festivals. Unique to this Wichita example has been the role of the city's Urban Renewal Agency. It has established a considerable track record as an event sponsor in order to help reinvestment and to give a new image to downtown. The Urban Renewal Agency has been responsible over the past five years for initiating weekend farmers' markets at the Union Station and for starting the October Fest celebrations. The Urban Renewal Agency also has been an aggressive grant capturer, enhancing the public cultural and visitation specialty facilities within and adjacent to the downtown.

Union Station is the cornerstone of the Wichita downtown historic district that uses turn-of-the-century decor to attract visitors. Two shopping corridors are scheduled to link the 14-block area with other downtown points of interest, including specialty shopping and entertainment areas and outdoor farm and art markets.

Union Station

Part of a continuing downtown revitalization program





A walking-tour map of the Finntown Neighborhood in downtown Virginia, Minnesota, provides tourists and visitors with directions to festivities, historic landmarks, and retail attractions. The maps are prepared by city officials in cooperation with the local historical society and the downtown business and professional association.

Virginia, Minnesota

During 1979, discussions occurred between the City of Virginia, Minnesota, a community of 12,000 people, and the State of Minnesota's Iron Range Resources and Rehabilitation Board concerning a joint revitalization effort between the five-block-long downtown area and a unique historic neighborhood called Oldtown Finntown. Program concepts were developed for the integration of downtown revitalization with historic preservation in Oldtown Finntown to establish an overall strategy for visitor capture. While there is no demonstrated market for large-scale attendance facilities, the business community of the city and its cultural interest groups will continue to work with the state and the city to market the unique visitor experience opportunities that Virginia's downtown and Oldtown Finntown offer.

Lancaster, California

The design of a comprehensive downtown revitalization program in Lancaster, California, is leading to the restructuring of the entrepreneurial spirit of downtown merchants who clearly understand their need to retain a unique competitive position *vis-a-vis* the discount store developments occurring on the freeway periphery of the city. A program of direct incentives including commercial rehabilitation loans, commercial rehabilitation rebates, and private redevelopment incentives will commence during the 1981 fiscal year. Discussions concerning the need for a selective redevelopment project within the downtown also are underway.

Most importantly, a fundamental restructuring of the roles of the Downtown Planning Advisory Committee and the Downtown Business Association is now under way and includes the formulation of a full-fledged annual cycle of events, ceremonies, and promotions designed to retain both existing customers and attract a rapidly growing population residing in housing developments being constructed all around the city's periphery. Chief among the concepts that will enable continuity planning and more organized commitment to the promotional programs will be the possible establishment of an enterprise fund by the Downtown Business Association that can "seed" the several events.

Native Village, a collection of recreational Eskimo and Indian dwellings from early Alaska periods, provides one of the major attractions of Alaskaland, the state's largest visitor center, located in Fairbanks.

Fairbanks, Alaska

Fairbanks, Alaska, is currently challenged by the continuing economic decline that has resulted from the loss of business activity following completion of the Alaskan oil pipeline. A Title IX task force is currently examining the revitalization strategies that should be initiated for the city's North Star Borough area. Recreation and tourism investment and reinvestment has been identified as a key and promising future activity area. Concurrently, the city has begun the development of a downtown revitalization program and will need to make specific decisions concerning the future of visitor attractions and facilities in the downtown. The North Star Borough and the city consolidated their requests for state supplemental appropriations in early 1980 with the intent to invest cooperatively in the downtown area. Chief among the requests were funds for a visitor center.

The city and the Fairbanks Downtown Association must soon agree upon a direction for continuing downtown attractions management. The downtown association, in past years, has successfully carried out programs of cleanup along the China River banks and also has stimulated a successful mural program on downtown building sidewalls. Because of exceptionally harsh climate, the key challenge in utilizing downtown space lies in the extension of the normal visitor season as well as establishing events and festivals that are appealing to Alaskans (77 percent of tourism and visitation within Alaska appears to be generated by Alaskans themselves).

A fundamental issue in strategy planning for downtown attractions management for Fairbanks lies in the quality of information dissemination. Many out-of-state visitors who seek the wilderness experience of interior Alaska have no way of effectively capturing information about wilderness camping and visitation opportunities in any consolidated place. The new breed of Alaska visitor does not seek the city itself as a destination but uses the city as an information kiosk on the way to a more private nonurban experience. A key challenge, therefore, is the determination that downtown Fairbanks will be the information center rather than the periphery of the city.

All of these examples of success, of work in progress, and of planning and strategy challenges describe the new kind of entrepreneurial sense that is being developed in our cities and towns. Downtown attractions management is as important as the physical results of the revitalization program itself. Downtown attractions management simply requires the spirit and the organizing capacity to establish a program and the commitment to an effort for the very long term.

Economics Research Associates

A Planning Research Company

Cover: *Faneuil Hall:* ERA assisted The Rouse Company in conceptualizing many elements of this redevelopment project.

Economics Research Associates

Economics Research Associates (ERA) is one of the largest diversified consulting firms that provides a wide range of analytical services in economics, finance, marketing, planning and management to both public and private clientele. More than 100 ERA professional and technical employees are regularly called upon to analyze and review key decisions for a rapidly growing list of corporate, government and private clients.

Founded in 1958, ERA has conducted more than 5,500 individual projects for hundreds of clients.

ERA maintains offices in Los Angeles, San Francisco, Dallas, Chicago, Orlando, Boston and Washington, D.C. This national coverage allows ERA to blend specific research and management skills with regional awareness and presence.

In addition, ERA is a subsidiary of Planning Research Corporation (PRC), the world's largest diversified professional services organization, and as such, can augment its capabilities by drawing upon PRC's professional and technical employees in more than 100 disciplines located in more than 280 offices in 61 countries.

Contents

5 Public Agencies

11 Real Estate

15 Recreation and Tourism

19 Animal/People Environments

20 International

20 Technoeconomics

21 Management Services

22 Clients

24 Professional Staff

25 Office Addresses

Project Areas

Public Resources
Civic Centers
Central Business Districts
Urban Centers
Housing
Assessment Districts
Parks and Recreation Areas
Grants/Funding
Military Facilities
Open Space
Natural Preserves

Transportation
Recreation Transportation
Transportation Corridors
Pedestrian Transit
Transit Facilities
Parking Facilities
Airports
Harbors and Ports
Canals and Shipyards
Railways

Exhibition and Performance Facilities
Stadiums
Arenas
Convention Centers
Exhibition Halls
Auditoriums
Cultural Centers
Performing Arts Centers
Museums
Theaters

Real Estate
New Towns
Planned Communities
Condominiums
Marinas
Hotels/Motels
Destination Resorts
Second Home Communities
Estates
Business and Industrial Parks
Specialty Retail Centers

Buildings and Structures
Office Buildings
Retail Centers
Restaurants
Historic Sites
Medical Buildings
Educational Facilities

Technoeconomics
Industrial Plants and Factories
Agriculture
Environmental Resources
Energy
Tourism
New Products and Facilities
Cargo and Freight
Industrial Strategy

Mass Attendance Attractions
Theme Parks
Amusement Facilities
Specialty Entertainment Facilities
Tours and Demonstrations
Expositions and Fairs
Olympics
Racing Facilities

Recreation Facilities
Campgrounds
R.V./Mobile Home Parks
Country Clubs
Recreation Clubs and Centers
Golf and Tennis Clubs
Health and Exercise Facilities
Commercial Family Recreation Centers
Skating Rinks
Ski Resorts

Animal/People Environments (APE)
Zoos and Aquariums
Wild Animal Parks
Natural Preserves
Aquatic Parks

Project Services

Market Research
Demographic Analysis
Product Evaluation and Testing
Pricing Strategies
Program/Policy Analysis
Demand Analysis
Opinion Surveys

Planning Services
Concept Development
Long-Range Planning
Strategic Planning
Master Planning
Financial Feasibility
Area Forecasting
Technological Forecasting
Corporate Relocation Studies
Space Needs Analyses
Labor Force and Skills Analysis

Land Use Analysis
Highest and Best Use
Estate Trustee Services
Site Development
Site Location Analyses
Valuation
Appraisal Services
Developer Selection Advice
Alternative Land Uses

Community Services
Community Development
Urban Redevelopment
Downtown Revitalization
Adaptive Use
Historic Preservation

Services To Industry
Facility and Systems Rehabilitation
Industry Analysis
Industrial Problems Analysis
Industrial Development

Economics
Forecasting
Fiscal Impact
Impact Analysis
Adjustment Strategies

Financial Consultation
Cost Estimating
Cost/Benefit Analysis
Financial Feasibility
Trends Analysis
Investment Consultation
Discounted Cash Flow
Acquisition/Divestiture

Programming
Downtown Attractions
Land Development
Service Delivery Systems
Special Events

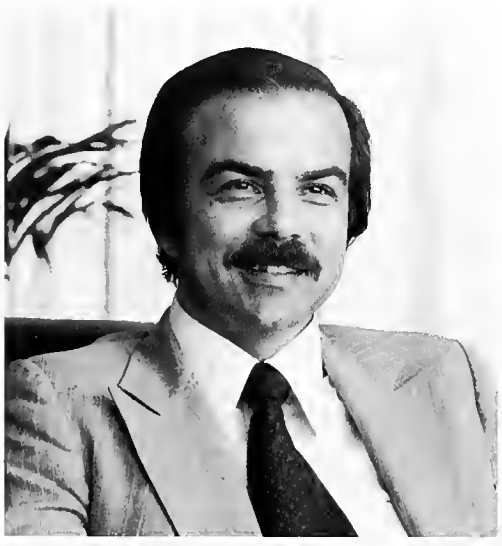
Management Services
Organizational Development
Staff Development
Personnel Training
Marketing and Creative Services
Expert Testimony
Portfolio Management
Contract Negotiation
Performance Measurement
Operational Audits
Product Selection and Procurement
Attractions/Event Management

Other Consulting Services
Educational Services and Training
Design-Related Services
Environmental Impact
Transportation Economics
Resource Economics
Services to the Gaming Industry
Ballot Measure Analyses
Expert Testimony

I would like to take this opportunity to share some of my perceptions of Economics Research Associates (ERA) as we move into our third decade of service to public, private, and international clients. During the last twenty-two years, ERA has experienced significant growth and diversification in response to the increasingly complex and demanding needs of our clients. As a result, ERA has emerged as one of the largest consulting firms in the United States and has a rapidly expanding international practice. We have seven offices in key geographical areas and our professional staff averages over 10 years of consulting experience. Virtually every senior professional has developed an in-depth capability in a specialized field while maintaining a high competency in the broad spectrum of ERA's services.

We at ERA are dedicated to providing the highest level of creative, personal, and pragmatic services to our clients. This dedication to quality, our extensive experience, and supportive relationship with our parent company, Planning Research Corporation, underlies our historical success and enthusiastic optimism for the 1980s.

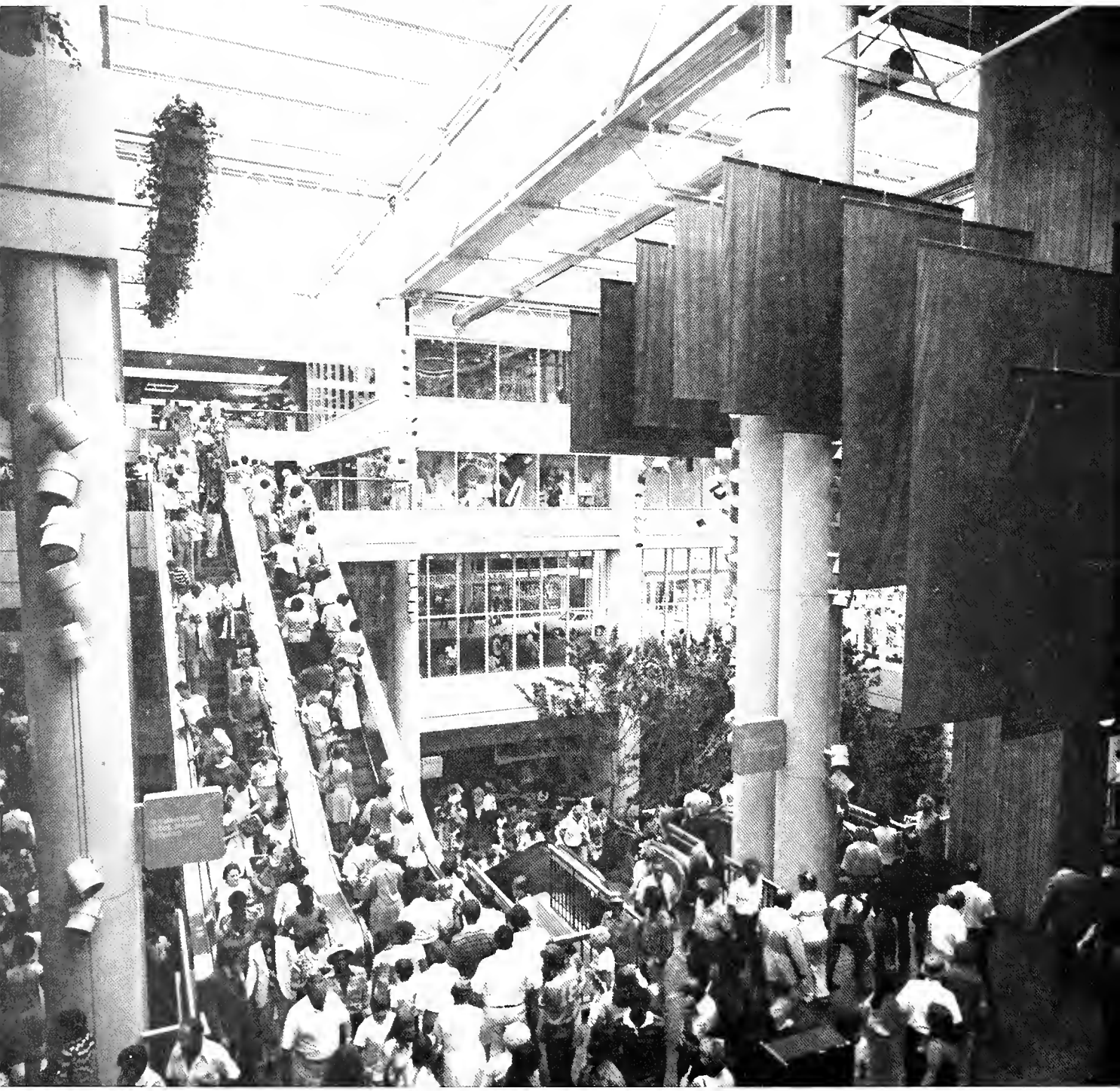
Finally, I would like to express my appreciation to all of the good friends of ERA, and on behalf of our professional staff, assure you of our continuing dedication to your special needs.



Sincerely,

Wayne R. Wilson

WAYNE R. WILSON, PRESIDENT



Market Street East ERA provided comprehensive development and marketing consultation to the Philadelphia Redevelopment Authority's Market Street East project

Public Agencies

Over the past decade, the nation's perception of its domestic priorities has shifted dramatically. The focus of the seventies on the social and physical problems of the cities has been broadened to include the quality of our environment, the availability of fossil fuels and other sources of energy, the desirability and necessity of continued physical and economic growth in an era of financial limitations, and the impact of inflation on our daily lives.

Government at all levels has been forced to take a new look at the services it provides, their impact and cost effectiveness and the need to develop alternative revenue sources to maintain existing services and to maximize existing facilities and program potentials. More than ever before, government officials must approach these decisions with a full understanding of the consequences of the alternatives available.

As advisor to governments and public-purpose corporations at all levels, ERA provides the technical analysis necessary to enable our clients to confront the difficult issues of the day with confidence that their policy decisions will be based upon solid research and experienced judgment.

ERA services to government and community organizations can be grouped into the following eight functional areas.

Economic Action Plans
- Economic adjustment
- Industrial/commercial planning
- Economic development corporations
- Business/employment development
- Retention of existing economic base

Community Revitalization and Urban Development
- Market and financial analysis
- Housing analysis
- Community revitalization
- Alternative planning strategies
- Reuse appraisals
- Implementation mechanisms
- Developer/tenant solicitation and negotiation

Adaptive Use/Historic Preservation
- Assessment of reuse alternatives
- Facility evaluation
- Feasibility analysis
- Finance packaging

Economic/Fiscal Planning
- Impact evaluation of policies, programs and projects
- Economic base studies
- Industrial analysis
- Environmental economics
- Tourism and recreation economics
- Cost/revenue and cost/benefit analyses
- Local government consolidation, formation or annexation
- User fees and charges

Transportation
- Systems and facilities impact evaluation
- Sources of funding
- Joint use of land development
- Recreation transportation
- Aviation facilities analyses
- Port and harbor revenue and use forecasting

Planning Alternatives Evaluation
- Needs-assessment and economics
- Location analysis of new communities
- General or specific plan alternatives impact
- Zoning and density changes
- Transportation and infrastructure investments
- Rate and direction of growth
- Policy formulation strategies

Public Facilities
- Site location
- Market sizing and attendance forecasting
- Programs and facilities
- Financial analysis
- Organization and management
- Presentations to public entities

Implementation
- Solicitation of developers
- Evaluation and selection of developers
- Tax increment or revenue bond financing
- Local improvement and assessment district formation
- Policy/project performance audits
- Preparation of governmental grants and applications

Economic Action Plans

Local and state governments will face complex economic pressures during the 1980s. These include:

- Economic adjustment to plant closings
- Planning for future economic development
- Improving commercial and industrial tax base to meet local needs
- Redevelopment of urban areas
- Declining industrial and commercial climate

Economics Research Associates has assisted clients in developing practical and implementable economic action plans to meet these problems. Work tasks have included:

- Economic base and input/output analysis
- Market surveys of trends and prospects for industrial and commercial development
- Financial feasibility analyses for business and government facilities
- Design of effective public programs for improving employment and tax revenue
- Identification of funding sources from federal assistance programs and the private sector
- Assisfance in attracting new industrial plants or commercial outlets

ERA's recent economic projects have included: an economic adjustment strategy for San Joaquin County, California; for the Bridgewater (New Jersey) Township Redevelopment Agency, ERA developed the implementation strategies for the development of a retail, office and hotel complex, including the selection of a developer; in Sioux City, Iowa, ERA developed an economic adjustment study for the downtown area; and in Colorado Springs, ERA planned the economic revitalization of the Tejon Mall.

Recent ERA projects include: the communities of Grand Rapids, Michigan; Brevard County, Florida; Arcata, California; Wilmington, Delaware; San Joaquin County, California; and Bridgewater (New Jersey) Township Redevelopment Agency.

Community Revitalization and Urban Development

ERA's community revitalization studies have included: a sustained working relationship with

the Philadelphia Redevelopment Authority and the success of that city's Market Street East Project. In Seattle, ERA was involved in the preservafion and rehabilitation of several hundred units of low-cost housing, an irreplaceable resource for that city's low-income minority population.

With the passage of property tax limitation measures in several states, which reduced the effectiveness of tax increment financing of redevelopment projects, ERA is assisting many communities with the formation of local improvement districts and special parking assessment districts to enhance downtown vitality.

ERA's recent central city revitalization work includes Wichita, Kansas; Yuma, Arizona; Miami Beach, Florida; Westfield and Medford, Massachusetts; Atlantic City, New Jersey; New York City, New York; Washington, D.C.; and Eugene, Oregon.

(Above) *Sioux City, Iowa:* ERA developed a comprehensive economic adjustment study for the downtown Central Business District.

Adaptive Use/Historic Preservation

ERA is a leading firm in the economic and financial analysis of the adaptive use of historic structures and areas. Successful adaptive use projects naturally extend the economic life of historic buildings and bring new life to often decaying inner cities. ERA has performed adaptive use and historic preservation work in Boston (Faneuil Hall Market Place), Providence (The Arcade Building), Chicago (Historic Pullman Area), Lowell, Massachusetts (Lowell National Cultural Park), and Virginia, Minnesota (Oldtown-Finntown). Members of the firm recently coauthored a book titled *Adaptive Use: Development Economics Process and Profiles* with the Urban Land Institute.

Economic/Fiscal Planning

The pressure for increasing efficiency in government is confributing to a growing demand for economic and fiscal evaluation of public policies, programs and projects. In the series of studies for the Boston Redevelopment Authority, ERA evaluated the economic impact of the Boston Naval Shipyard and the Copley Place Redevelopment Project. The State of California retained ERA to examine the economic impact of the federal decision not to produce the B-1 bomber. In a major study for the City of St. Louis, ERA analyzed the economic/fiscal impacts of a historic preservation on the city's central business district. ERA also evaluated the economic effects expected from adoption of the proposed California Coastal Zone Plan for the Joint Rules Committee of the California Legislature. Other recent economic impact studies include the impact of gaming for Atlantic City, New Jersey, a cost/revenue model to evaluate suburban growth for the Denver Regional Council of Governments, and in Southern California, ERA has recently examined the fiscal implications of creating two new counties.

ERA was selected by the U.S. Department of the Interior to prepare guidelines for the evaluation of user fees and charges in public recreation and cultural facilities. ERA also prepared procedures for the analysis of concessionaire pricing levels and service delivery standards in public park meetings.

ERA was requested by the City of Norwalk, Connecticut, to prepare an economic development plan for its waterfront historic district.

(Top left) *Boston Naval Shipyard:* ERA provided market, development and implementation services to the city of Boston for the $200 million reuse project.

Transportation

ERA offers a wide range of services to transportation agencies, very often in concert with transportation planners and engineers. Assignments have included evaluating the economic impact of all port operations and aviation facilities for the Port of Portland; analysis of transportation system financing alternatives for resort communities such as Aspen, Colorado, and Mammoth, California, aviation economic impact studies for such clients as the Los Angeles Department of Airports, Port of Portland, Maryland State Aviation Administration and the Texas Aeronautics Commission. For both the U.S. Department of Transportation and the National Science Foundation, ERA developed national guidelines for the socioeconomic analysis of various transportation modes.

For recreation areas, ERA analyzed transit markets and developed information systems for the New England Regional Commission and the Golden Gate National Recreation Area. ERA also prepared design recommendations for some of the earliest and most successful shuttle bus services, including the systems at Yosemite and Grand Canyon National Parks.

Transit station or transportation terminal-related land development, often via joint-use agreements between public and private entities, is another area of ERA concentration. The firm recently examined BART station-related urban development as well as joint-use office development in conjunction with reconstruction of the San Francisco-Oakland Trans Bay Terminal for the Trans Bay Terminal Authority.

ERA transportation clients have included: Panama Canal Company; San Antonio International Airport; San Francisco Bay Area Metropolitan Transportation Commission; Boston Transportation Planning Review Project; Washington State Ferries; North Central Texas Council of Governments; Delaware Department of Transportation; Bridgeport, Connecticut, Transit District; the State of Missouri; Lincoln, Nebraska; and the Niagara Frontier Transportation Authority.

Planning Alternatives Evaluation

ERA very often participates on a multi-disciplinary team of planners to evaluate major planning or public investment alternatives, zoning and density changes, new community planning, and alternative revenue/resource programming. In Burlington, Vermont, ERA conducted a market and economic impact justification analysis necessary for the implementation of a commercial revitalization plan for the downtown area. For the Santa Clara Valley Corridor Study, ERA evaluated the economic and fiscal impacts of eight different transportation and planning alternatives. Transportation systems considered included bus emphasis, highway emphasis and light rail development. Planning alternatives considered included compact versus dispersed growth and varying infrastructure capacities. The study was performed for the San Francisco Bay Area Metropolitan Transportation Commission (MTC) and the Association of Bay Area Governments (ABAG). ERA has also provided economic input to the general master plan programs in the Lake Tahoe area. ERA clients have included: the Massachusetts Office of Community Development; the City of Houston, Texas; and the State of Maine.

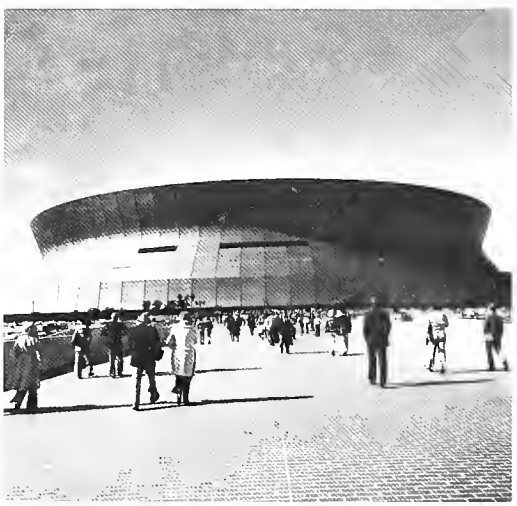
(Top right) *Los Angeles International Airport:* ERA analyzed the economic impact of this large and unique airport complex.

Public Facilities

ERA is thoroughly experienced in the analysis of public facilities, including conference and convention centers, urban parks and recreation areas, museums, zoos, performing arts centers, stadiums, arenas, and multi-use facilities. Types of analyses include facilities needs assessment, attendance forecasting, financial evaluation, funding plans, management and operations evaluation, public presentations and architect selection. These public facilities are excellent catalysts for generating urban vitality and are often analyzed in conjunction with multi-use developments or area revitalization plans. Recent ERA studies include expansion and relocation analysis of the Seattle Art Museum, feasibility evaluation of a cultural arts center in Las Vegas, management plan for the New Orleans Superdome, and market and operations analysis for the Lexington, Kentucky, Convention Center. In Eugene, Oregon, the detailed ERA analysis facilitated passage of an $18.6 million general obligation bond commitment for construction of a community/cultural center. ERA has recently conducted financial feasibility studies for such communities as: Orlando, Florida; Charleston, West Virginia; Medford, Oregon; Phoenix, Arizona; Tacoma, Washington; Salem, Oregon; Lansing, Michigan; Boston, Massachusetts; Nassau County (Long Island), New York; Daytona Beach, Florida; and Oakland, California.

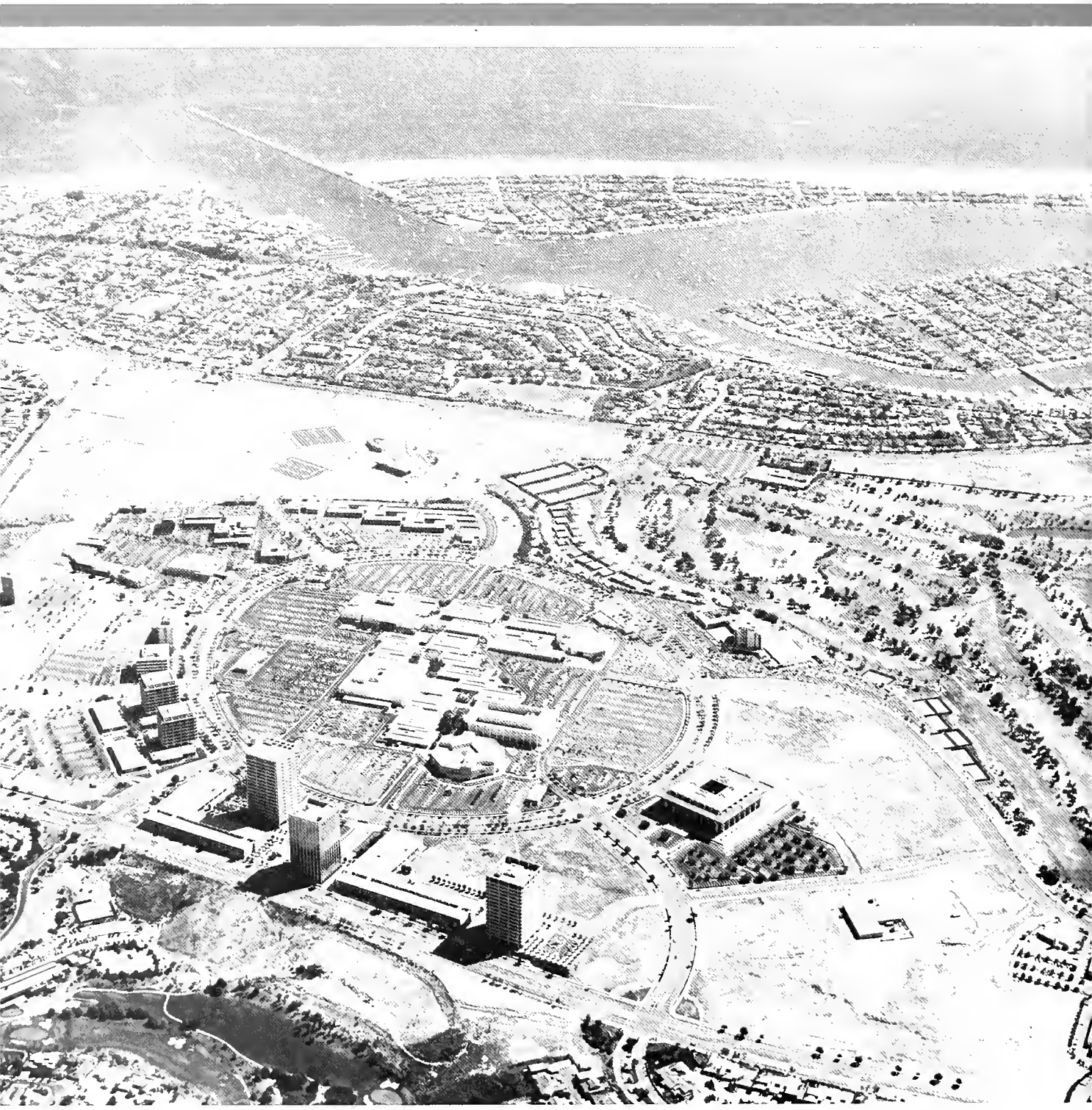
Implementation

ERA assists public agencies with project implementation. These services include solicitation, evaluation and selection of developers, recommending financing mechanisms and conducting project performance audits. In 1975, ERA was requested by the U.S. Department of Housing and Urban Development to develop a plan to salvage the financially troubled new community of Jonathan, Minnesota. The firm undertook a performance audit and then formulated seven implementation strategies. Subsequently, HUD secured a commitment from a new developer on terms consistent with ERA recommendations. In Bridgewater, New Jersey, ERA selected and negotiated with potential developers of a major regional shopping center. In New York, ERA has provided ongoing consultation services for the 42nd Street Redevelopment Corporation. ERA has also had an ongoing contract with the San Francisco Redevelopment Agency.



(Top right) *New Orleans Superdome*: ERA professionals identified opportunities for operational cost reductions and recommended additional revenue-producing programmatic activities.

(Bottom right) *Pullman Clock Tower*. ERA recommended reuse as a specialty shopping center in an EDA-funded study for this Chicago landmark.



Irvine. ERA has been actively involved as development consultant for the Irvine Ranch since the early '60s

Real Estate

Since 1958, ERA has been providing advice and guidance to the real estate industry. Construction and development firms, financial institutions, insurance companies, industrial corporations, individuals, investment groups and non-U.S. investment entities have sought and relied on the analyses and recommendations given by ERA's team of real estate professionals.

ERA's real estate staff includes professionals with extensive backgrounds in strategy planning for real estate assets, financial feasibility, project management, marketing, investment management, and computer-based land analyses.

Typically, ERA provides the following scope of services to its real estate clients:

- Highest and best use analysis
- Economic master planning
- Market research and analyses
- Product planning, sizing, and pricing
- Land and project valuation
- Computerized DCF and ROI analysis
- Nonproductive/underutilized asset disposition consulting
- Financial structuring of projects and investments
- Merger and acquisition services
- Investment feasibility studies
- Project management
- Satellite land disposition analysis
- Site location, selection and negotiation services
- Organization and management studies
- Implementation strategy planning
- Construction planning and coordination
- Adaptive use studies
- Marketing and disposition programming
- Economic impact analysis
- Appraisal services
- Planning and zoning analysis
- Corporate relocation studies
- Expert testimony
- Data collection and product surveying

These services are typically applied to a broad variety of realty types including existing, new and/or proposed shopping centers, office buildings and parks, hotels, mixed-use projects, industrial parks and freestanding industrial buildings, residential projects, new community development, resorts, vacant land, and such specialty uses as golf courses, ski areas, and conference centers.

Economic Planning For Real Estate Development

By providing realistic estimates of market potential and financial feasibility, ERA helps its clients to assess, invest in, and develop profitable real estate ventures.

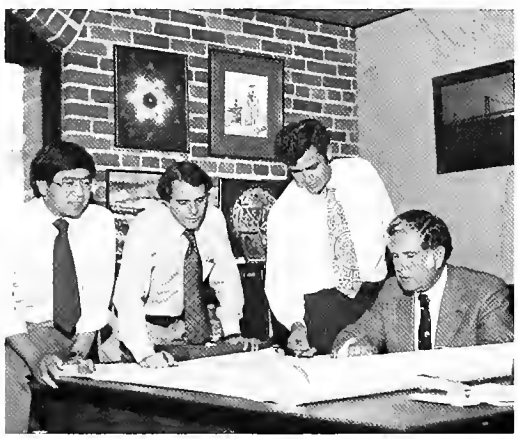
The firm's consulting advice has included new towns, all types of housing, hotels, shopping centers, office buildings, industrial parks, recreation land developments, highest and best use studies and property appraisals.

Generally, ERA is retained during the initial stages of project planning. The benefits are obvious as valid economic and market criteria are necessary components in architectural and engineering planning as well as financial structuring. In many cases ERA works directly with architects, planners, engineers and other consultants to achieve the optimum blend of economic and physical planning.

Since its inception, the firm has provided economic and financial planning inputs for many innovative and successful development projects, among them the Reunion project in Dallas; Market Street East in Philadelphia; Boston's Faneuil Hall; Pinehurst in North Carolina; Northstar at Lake Tahoe; Sea Pines Plantation in Hilton Head, South Carolina; Kaanapali Resort on Maui, Hawaii; the Irvine Ranch in Southern California; the Broadway Plaza multi-use development in downtown Los Angeles; McCormick Ranch in Arizona; the PGA community development project in Palm Beach County, Florida; The Galleria in Houston; ABC Entertainment Center; the ARCO Towers in Los Angeles; Westlake Village and Rancho California communities in Southern California; and the La Jolla Village retail complex and Rancho Penasquitos in San Diego.

Location Analysis and Facilities Planning

ERA has worked for both private institutions and public agencies to determine the best location for new facilities and to determine physical size requirements and design standards for those facilities. Locational analyses include the evaluation of alternative areas as well as identification of specific sites. Such assignments have been conducted for the Valley National Bank of Phoenix, RCA Corporation, Financial Federation, Inc., Marriott Corporation, Harrah's, Del Webb Corporation, ITT Corporation, Host International, Western International Hotels, Inc., California State Legislature, Ford Motor Company, MCA, Inc., and Getty Oil Company.



Impact Studies

Economics Research Associates provides economic impact analyses of proposed developments to assist in zoning applications or as an input to a project environmental impact statement. While often an adjunct to the economic planning of a project, the impact analysis is in some cases in independent study. For example, ERA recently evaluated the economic and fiscal impact of: a proposed relocation of a major division of Mobil Oil to Fairfax County, Virginia; the peripheral commercial development around Anaheim Stadium; the construction of mining and energy development communities in the Rocky Mountains and Canada; and various residential and commercial development projects.

(Bottom left) *Galleria:* ERA conducted a comprehensive analysis of retail market potentials for the multiple-use Galleria-Post Oak project in Houston.

(Top right) *Arco Towers, Los Angeles.* ERA has provided a variety of consultant services to many of the well-known downtown office/commercial complexes in the United States.

Business Strategy Analysis

Real estate-oriented business strategy analysis represents one of the most sophisticated applications of ERA's real estate and land-use capabilities. Strategy studies have been conducted for clients such as: Kaiser Aetna; Xerox; Milwaukee Land Company; The Irvine Company; and Shell Oil. In these assignments, ERA examined the following issues:

- The role of real estate in meeting corporate objectives
- An assessment of real estate subsidiaries
- Forecasts of principal real estate economic indicators for market areas
- The establishment of evaluative criteria for new and existing projects
- Acquisition and base/purchase analysis
- Property valuation
- Adaptive use of existing facilities
- Analysis of the best business strategy for each property in a large real estate portfolio
- Real estate investment strategies for foreign investors

Implementation Consulting

As a follow-on to predevelopment planning or in response to operational problems, ERA often provides implementation consulting services. These vary widely in character. Examples include design of refinancing, development of leasing programs, solicitation of joint-venture partners, and evaluation of reinvestment strategies. In selected cases, ERA has supplied a staff member to serve as project manager for developments with this requirement.

Computer Systems

Economics Research Associates utilizes a number of computer models which allow detailed analysis of the financial and operational performance of recreation, real estate and retail projects. ERA's land development model was designed to analyze the feasibility of land development projects such as new towns, resort communities, residential developments and industrial parks. The model derives operating profit for each land use and summarizes project performance with cash flow and income statements. Sensitivity and alternative testing is simple and inexpensive.

Other computer models available for specific project analyses include: the financial planning model which provides complete financial analysis of recreation attractions and income properties ranging from apartment to major multi-use commercial complexes; and the retail market model which permits retail sales projections on a per-market basis for any specific type of retail establishment.

Recent ERA clients have included: Genstar Development Company; Victor Palmieri Company, Inc.; and KAcor Realty.

(Middle right) *Reunion:* ERA provided comprehensive economic and financial planning assistance for this Dallas commercial project.

Disney World. ERA has been the chief economic consultant for the Disney World project in Orlando, Florida

Recreation and Tourism

Since our first study for Walt Disney Productions more than 20 years ago, ERA has completed over 2,000 assignments related to recreation and/or tourism. The world's oldest and largest management consultant firm to the leisure industry, ERA has pioneered the planning, development and operational phases for many of the world's major recreation, entertainment, education and tourist attractions.

ERA has provided advice and guidance to corporations, investment groups, financial institutions, foundations, municipal, state and national agencies and to many foreign investment groups and governmental agencies. ERA's team of specialists have extensive backgrounds in finance, economics, marketing, accounting and master planning in addition to "hands on" project management, implementation and operational expertise.

Typically, ERA provides the following scope of services to its recreation and tourism clients:

- Concept development and planning
- Site location analysis
- Market research
- Demand analysis
- Financial feasibility analysis
- Development strategies
- Master planning
- Economic impact analysis
- Operational audits
- Financial controls and planning
- Revenue/cost analysis
- Marketing and creative services
- Attractions/event management
- Recreation and educational programming
- Data collection and opinion surveys
- Reinvestment expansion strategies
- Expert testimony

These services are typically applied to a wide range of recreation and tourist oriented attractions, including existing, new and/or proposed: mass attendance attractions, such as theme parks, zoos, expositions and fairs, specialty entertainment facilities and tours; recreation facilities such as campgrounds, country clubs, ski resorts, health and exercise facilities, golf/tennis clubs and commercial family recreation centers; exhibition and performance facilities such as cultural center, stadiums, arenas, museums and theaters; real estate facilities such as destination resorts and second home communities; and public recreation facilities such as local, state and national recreational areas.

(Top right) *Marriott's Great America:* ERA has provided economic/financial planning and operational consulting for the Marriott's Great America theme parks in California and Illinois since 1971.

Tourism

In the field of tourism, ERA's expertise is applied to forecast tourism trends and characteristics, to identify opportunities for development, to create effective promotional programs and to provide economic impact analyses. Many of ERA's tourism assignments focus on questions such as seasonality, length of stay, purpose of visit, expenditure patterns, energy impacts, ecologically developable natural resources and contra-seasonal business opportunities. ERA's tourism studies have included the states of: Alaska, Florida, California, Michigan, South Carolina, Maryland, Hawaii, Louisiana, Maine, Texas, Arkansas, Kentucky, Tennessee and New York.

Mass Attendance Facilities and Events

In the field of planning and programming mass attendance facilities and events - zoos, expositions and fairs, specialty entertainment facilities and tours - ERA is called upon more often than any other firm in the world. ERA's assign-

ments have included: Expo '74; Canadian National Exposition; Wet 'N Wild; Corning Glass Center; Tall Ships 1976; Philadelphia Zoo; Cincinnati Zoo; Milwaukee County Zoological Park; and the New England Aquarium. Recently, ERA has been the economic consultant for the 1980 Olympic Games in Lake Placid, New York.

ERA's expertise in state and local fairs and expositions recently included the development of a master plan for the Iowa State Fair and the Orange County California Fair, and the evaluation of redevelopment alternative for the State Fair of Texas. Additional State Fair studies completed by ERA include those for the states of Alabama, Tennessee, Florida, Iowa, Texas, Wisconsin, and California.

Theme Parks

ERA has played a major role in the development and/or operation of nearly all major theme parks in the world. Typically, ERA provides comprehensive economic and financial analysis, market research, concept development, reinvestment strategies, master planning, marketing programs, operational assistance and management services. ERA's clients have included: Disneyland; Disney World; Sea World; Marriott's Great America; Opryland; Hersheypark; Knott's Berry Farm; Universal Studios; Taft Broadcasting Company; GSC/Six Flags Corporation; Busch Gardens and Circus World, among others.

Sports and Performing Arts Facilities

ERA's economic planning efforts for sports and performing arts facilities have been integral to the planning of spectator accommodations - stadiums, amphitheaters, auditoriums, movie houses, arenas, and theaters - and participant sports facilities which include ice and roller rinks, golf courses, swim and water sports areas, tennis and racquetball clubs and multi-activity areas.

ERA's assignments have included the: Seattle Art Museum; Nassau County Coliseum; Philadelphia Sports Arena; San Diego International Sports Arena; Los Angeles Forum; Radio City Music Hall; Los Angeles Music Center; ABC Entertainment Center and the New York State Council of the Arts.

Resort Development

Resort development planning is intertwined with ERA's work in real estate and land-use economics. While initial land studies are under way, complementary research is needed into the recreation and lodging components of the master plan so that a proper balance of elements can be determined for the project that optimize financial feasibility. Innovative planning techniques have become essential in achieving the delicate balance between ecological and financial considerations. Finally, ERA can offer a number of on-going services such as pricing strategies, marketing programs, and developer/operator selection and negotiations to assist the client in successfully implementing his project. ERA has been involved in the planning and feasibility analyses of major resort developments throughout the world, including Snowmass-at-Aspen, Walt Disney World, Northstar-Tahoe, Vail-Colorado, Kiawah Island, Sea Pines Plantation, Palmetto Dunes, El Morro Resort in Venezuela, Kaanapali-Hawaii, Las Hadas-Mexico, Costa Smeralda on the island of Sardinia, Incline Village, La Costa, Laguna Niguel and Grouse Mountain.

(Middle right) *Kaanapali:* ERA provided master planning assistance for one of the largest resorts in Hawaii.

Public Recreation Areas

In the recreation sector, ERA has participated in the planning of local, regional and national facilities through the analysis of market needs, development of alternative concepts, determination of appropriate fees and charges, establishment of concessionaire policies, definition of support services requirements, analysis of visitor information and reservation needs, examination of internal transportation systems and provision of economic impact data.

Representative studies have included the analysis of market demand and facility needs for alternative development plans at the Grand Canyon, pricing considerations relevant to potential visitation to the Golden Gate National Recreation Area, and market factors, operating requirements and fee strategies for public marinas, golf courses, zoos, sports and cultural facilities, and local and state parks. Nationwide studies on the application of recreation and cultural fees and charges have been conducted for the Heritage Conservation and Recreation Service and the National Science Foundation. Other studies have included an analysis of reservation systems for state park users in California, concession operations and pricing at national parks, and facility and operations planning for zoos and recreation attractions.

Clients have included federal agencies such as the National Park Service, Corps of Engineers, Department of Transportation, and Economic Development Administration; regional agencies such as the Tahoe Regional Planning Agency, Ozarks Regional Commission, New England Regional Commission, and the Tennessee Valley Authority; and state government clients including California, Iowa, Kentucky, New York, Florida and Massachusetts.

ERA professionals have also provided statistical assistance to many communities and park and recreation districts when applying for various Federal Grants and funding programs.

(Above) *Grand Canyon:* ERA was the economic consultant for the planning of the South Rim of the Grand Canyon.

(Bottom right) *Wet 'N Wild, Florida:* ERA professionals have provided the economic, financial and implementation analyses for many of the major commercial family recreation centers in the United States.

San Diego Wild Animal Park. APE staff members are credited with codesigning this award-winning zoological facility.

Animal/People Environments

Animal/People Environments

Animal/People Environments (APE) is a division of ERA which provides a wide range of services to zoos, aquariums, oceanariums and wildlife parks refuges.

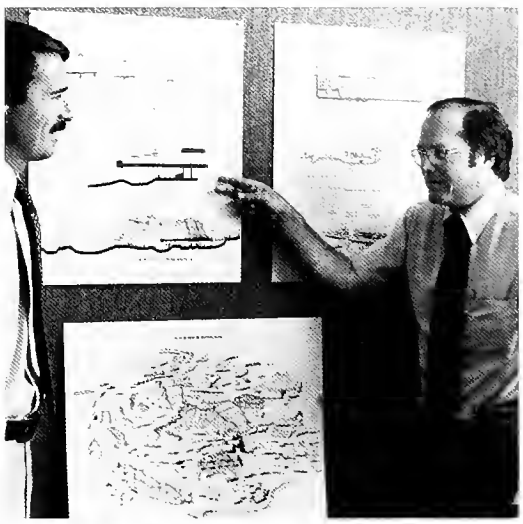
The key motivating force behind APE is the commitment for the preservation of both animal and people environments in their most optimum state. Fundamentally, APE believes:

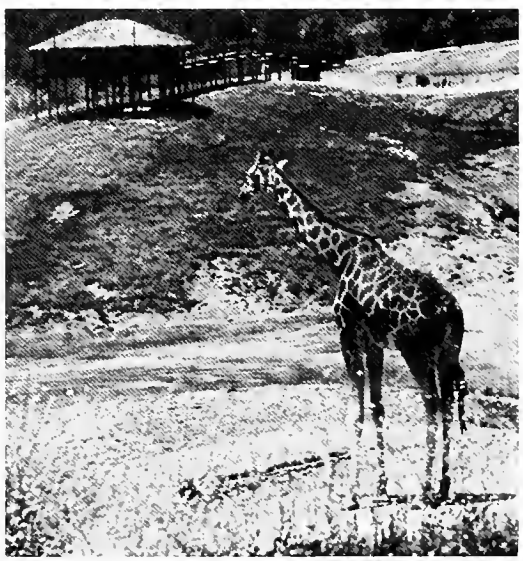
- Zoos should be designed and operated to optimize their educational, environmental, and entertainment character.
- A primary commitment must be made to ecological survival in general, and animal survival in particular.
- Zoos are vital elements in the conservation effort. As such, zoos must win their own battle for survival.
- Economic and financial viability is the key operational objective.
- Each zoo can reach its potential only if it recognizes its unique role and acts on it.
- Proper design and maintenance of living collections is imperative to zoo survival.

A comprehensive scope of professional services offered through APE include:

- Administrative and operational audits
- Marketing and creative services
- Physical planning and design
- Collection design and maintenance
- Animal exhibit and zoo design
- Project implementation
- Zoo management

APE has recently completed the master planning of the world's two newest and largest zoos: the Kuwait National Zoo and the National Zoo for the Republic of Korea at the South Seoul Grand Park. APE has provided operational and management services to the Philadelphia and the Milwaukee Zoos; selected to provide design services to the Washington, D.C., National Zoological Park; market and financial analysis for the metropolitan Dade County Zoological Park; economic impact analyses for the Cincinnati Zoological Park; preliminary master plan design for Ocean Park in Hong Kong; and economic and financial analyses for Sea World. Other ERA/APE clients have included Marineland of the Pacific; Marriott Corporation; the New York Zoological Society; the United States National Park Service; the Boston Zoo; Minnesota Zoological Garden; New England Aquarium and the Arizona Sonora Desert Museum.





(Bottom right) ERA/APE has a worldwide commitment to the educational, scientific and entertainment value of viewing animals in their natural habitats.

International Technoeconomics

International Operations

The servicing of international business demands a highly specialized capability. ERA professionals have successfully completed research projects in Spain, Canada, Australia, Korea, Hong Kong, France, the Netherlands, the United Kingdom, Costa Rica, Kuwait, Ethiopia, Brazil, Tunisia, Mexico, Indonesia, Panama, Taiwan, India, Egypt, Japan, Venezuela, and other nations. Collectively, the research staff has experience in more than 60 countries.

These projects have included studies in the fields of tourism and recreation, land-use analysis, export development transportation, urban planning, cargo flow, low-cost housing, and industrial marketing for both U.S. and foreign concerns.

ERA provides counsel to clients in both public and private sectors throughout the world. Recent projects included the economic planning of luxury resort communities in Spain, Venezuela, the Caribbean, and on the western coast of Mexico, a comprehensive study of tourism development potential in Tunisia along with an analysis of facilities required to serve an expanded visitor industry, and an economic feasibility study of developing a family-oriented theme park in the Netherlands. We have also prepared a master plan for the new National Zoo of Kuwait, the National Zoo and Park of Korea and the new urban center of Seoul, Korea.

Export trade development was the subject of several studies conducted in Mexico and Central America, and in the Republic of Panama, ERA has performed oceanborne trade and container port development studies.

In Nigeria, ERA provided economic and financial inputs to the relocation and development of the new capital city. While in Europe, ERA has provided financial, concept development and implementation assistance for proposed attractions in England, France, The Netherlands, Denmark and Spain.

ERA staff members speak French, German, Spanish, Japanese, and Chinese.

Technoeconomics

Industrial engineering, corporate and government planning, energy development, industrial development, product design and marketing disposition strategy, financial analysis and agricultural economics are all a part of the growing multidisciplinary field of technoeconomics. For many years, ERA has been providing research and consulting services to the public and private sectors in this field.

Assignments conducted by ERA reflect the diversity of the needs of the firm's clients. These have included forecasts of industry growth trends; industrial site location analyses; product market surveys; corporate expansion feasibility studies; marketing programs; and economic impact; adjustment studies; international trade flow surveys; and assessments of industrial growth opportunities in specific and undefined market areas.

For the Panama Canal Company, ERA developed a long-range forecasting model to analyze commodity traffic. The model was used by ERA to forecast commodity movements up to 1985. For the California State Legislature, the firm provided space requirements projections and evaluated alternatives to accommodate the future growth of the governing body. Mobil Oil Corporation called upon ERA to examine the feasibility of the company's proposed Virigina headquarters.

ERA was retained by a major cement company to defermine the demand for its product in selected California markets. The development potential of a Panamanian steel mill was the subject of another ERA study.

For a major energy company, ERA examined the growth trend of the coal industry, comparing the historical performances of coal with other forms of energy and related industries, and projected the supply and demand and price of coal through 1995, detailing the markets for both steam and cooking coal.

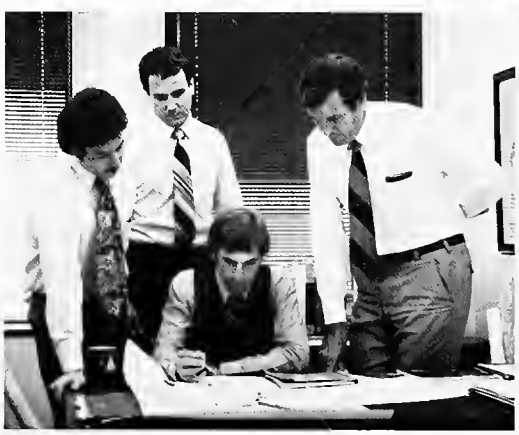
ERA has also prepared economic analyses in support of antitrust infringement and other legal cases. ERA principals often serve as expert witnesses in these situations.

Management Services

Management Services

ERA's Management Services Division offers seven major services—auditing, planning, design implementation, marketing and creative services, contract negotiation, construction coordination, and management. The firm acts as ongoing consultant in the physical planning and operation of amusement and recreation facilities and events, with the goal of maximizing profit-generating capability. ERA works with designers and operators to ensure that an optimum balance is maintained among recreation/entertainment content, construction budget, and revenue-generating potential. ERA also provides assistance in such areas as computerized planning and operating systems, marketing and creative services, event programming, recruitment of management personnel, organizational development expansion planning, and facilities management.

ERA management contracts have included retail implementation strategies for the ABC Entertainment Center in Los Angeles; development and implementation of marketing plans for the Libertyland theme park in Tennessee and four Anheuser-Busch Brewery tour facilities; disposition strategies for the North Carolina National Bank; a management assistance program for Meteor Crater Park in Arizona and a resort in Puerto Vallarta, Mexico; management of Circus World in Florida; design, developer selection and project construction assistance for the township of Bridgewater, New Jersey; coordinating consultant for the development of business strategies for Kaiser Aetna's property planning program; the formulation of project construction guidelines for the development of a major recreation attraction near Miami, Florida; development of marketing, merchandise, food service and maintenance components for the proposed Dicken's London theme park in London; preparation of long-term reinvestment strategies for the Opryland complex in Nashville, Tennessee; implementation assistance for the Lexington Center arena complex in Kentucky; and the development of evaluative guidelines for the International Association of Auditorium Managers Industry Profile Survey.



Representative List of Public Clients

Alabama
Alabama State Fair Authority
Alaska
City of Anchorage
State of Alaska, Dept of Natural Resources
Arizona
Lake Havasu City Incorporation Feasibility Steering Committee
City of Phoenix
City of Yuma
Arkansas
Arkansas Chamber of Commerce
State of Arkansas
Arkansas State Planning Commission
California
City of Anaheim
California Business Transportation Agency
California Exposition & Fair Commission
Canyon County Formation Committee
City of Irvine
Joint Rules Committee of the California Legislature
City of Long Beach
Los Angeles Airport Commission
Los Angeles Community Redevelopment Agency
Los Angeles County
Metropolitan (San Francisco) Transportation Commission
City of Oakland
Oceanside Redevelopment Agency
Orange County
Oxnard Community Redevelopment Agency
City of Palm Springs
Riverside Redevelopment Agency
Sacramento Department of Airports
City of San Diego
City of San Francisco
San Francisco Redevelopment Agency
City of San Jose
City of South Lake Tahoe
Southern California Association of Governments (SCAG)
State of California, Department of Parks and Recreation
Tahoe Regional Planning Agency
Colorado
Colorado Springs City Planning Department
Denver Regional Council of Governments (DRCOG)
Pitkin County
Connecticut
City of Bridgeport
City of Hartford
Town of Manchester
City of Norwalk
Delaware
Wilmington Department of Planning
Florida
Brevard County
Broward County Parks Board
East Central Florida Planning Commission
Florida Department of Education
Florida State Fair Authority
State of Florida
Fort Lauderdale Downtown Development Authority
Jacksonville Area Planning Board
City of Miami Beach
Orlando Downtown Development Board
Volusia County
Key West Development Corporation
Georgia
City of Atlanta
Coastal Area Planning and Redevelopment Commission
Augusta Richmond County Coliseum Authority
Georgia Department of Transportation
State of Georgia Building Authority
Hawaii
Hawaii Department of Planning and Economic Development
Hawaiian Businessmen's Association
Honolulu City and County Redevelopment Agency
Idaho
Boise Redevelopment Agency
City of Moscow
Illinois
City of Chicago
Chicago (City of) Department of Development and Planning
County of DeKalb
City of Des Plaines
Illinois Coastal Zone Management Program
Illinois Department of Urban Affairs
City of Waukegan
Iowa
Council Bluffs Industrial Foundation
Iowa State Conservation Commission
Iowa State Fair
Sioux Land Interstate Metropolitan Planning Council
Kansas
Wichita Urban Renewal Agency
Kentucky
Kentucky Department of Commerce
Kentucky Department of Parks
State of Kentucky
Lexington Downtown Development Commission
Louisiana
Louisiana Tourist Development Center
Maine
Biddeford, Maine, Planning Department
State of Maine
City of Sanford
Maryland
City of Baltimore
Maryland State Aviation Administration
Montgomery County Department of Economic and Community Development
Maryland Department of Transportation
Maryland Department of Economic and Community Development
Maryland National Capitol Parks & Planning Commission
Prince Georges County Dept. of Economic Development
Massachusetts
City of Boston
Boston Economic and Industrial Development Authority
Boston Metropolitan Area Planning Council
Boston Redevelopment Authority
Boston Transportation Planning Review
Commonwealth of Massachusetts
Massachusetts Bay Transportation Authority
Massachusetts Department of Public Works
Massachusetts State Land Bank
New England Aquarium
Michigan
City of Detroit
Detroit Downtown Development Authority
Erie County Metropolitan Planning Commission
City of Flint
Genessee County
Greater Detroit Chamber of Commerce
Huron Urban Renewal Authority
City of Lansing
Michigan Department of Commerce
Southeast Michigan Council of Governments
Minnesota
City of Virginia
Mississippi
Harris County Coliseum Commission
Mississippi Coast Coliseum Commission
Mississippi Department of Parks
State of Mississippi
Missouri
Missouri State Park Board
City of St. Louis
St. Louis Civic Center Redevelopment Corporation
Springfield, Missouri, Park Board
State of Missouri
Nebraska
City of Lincoln
Nevada
Incline Village General Improvement District
City of Las Vegas
Las Vegas Arts Council
Nevada Historical Restoration Society
Tahoe Regional Planning Agency
New Hampshire
Town of Exeter
City of Dover
New Jersey
City of Atlantic City
Atlantic City Housing Authority
Atlantic City Redevelopment Agency
Bridgewater Redevelopment Agency
New Jersey Department of Transportation
City of Newark
New York
Albany Urban Renewal Agency
Buffalo Department of Urban Renewal
State of New York
New York State Council of the Arts
New York State Urban Development Corporation
New York Zoological Society
Nassau County Coliseum
Niagara Frontier Transportation Authority
Port Authority of New York/New Jersey
City of Rochester
Rome Historic Development Authority
Westchester County
42nd Street Redevelopment Agency
North Carolina
City of Charlotte
City of Wilmington
North Dakota
City of Grand Forks
Ohio
Cincinnati Department of Urban Development
Cincinnati Zoological Society
City of Toledo
Ohio Department of Natural Resources
Oklahoma
Tulsa Airport Authority
Oregon
City of Corvallis
City of Medford
Oregon Department of Highways
Port of Portland
City of Salem
Pennsylvania
City of Allentown
Erie County Metropolitan Planning Commission
Philadelphia Industrial Development Corporation
Philadelphia Redevelopment Authority
Philadelphia Zoological Society
The Philadelphia 1976 Bicentennial Corporation
Pittsburgh History and Landmarks Foundation
Southern Allegheny Planning and Development Commission
Rhode Island
Office of the Governor of Rhode Island
City of Newport
State of Rhode Island
South Carolina
State of South Carolina
South Carolina Tri-Centennial Commission
City of Spartanburg
Tennessee
City of Knoxville
Nashville Davidson County
Memphis Development Foundation
Metropolitan Board of Parks
Tennessee Valley Authority
Texas
Beaumont Economic Development Commission
Coastal Bend Regional Planning Commission
Concho Valley Council of Governments
City of Dallas
City of Fort Worth
City of Houston
City of San Antonio
State of Texas—Governor's Office
Texas Aeronautics Commission
Texas State Fair
Utah
Salt Lake City Redevelopment Agency
Salt Lake County
Utah Zoological Society
Vermont
City of Burlington
Virginia
City of Alexandria
Fairfax County
Norfolk Recreation Facilities Authority
City of Petersburg
Virginia Housing Development Authority
Washington
EXPO '74 Spokane
Seattle Art Museum
Seattle Department of Community Development
Seattle Housing Authority
Spokane Area Development Council
City of Tacoma
Washington, D.C.
District of Columbia
West Virginia
Bluefield Chamber of Commerce
City of Charleston
Kanawha County Parks and Recreation Commission
Wisconsin
Milwaukee Civic Development, Inc.
Milwaukee Zoological Society
Wisconsin State Fair Park
Wyoming
Wyoming Highway Board
National
American Revolution Bicentennial Commission
Bureau of Indian Affairs
Bureau of Land Management
Bureau of Reclamation
Economic Development Administration
Federal Aviation Administration
Federal Highways Administration
Federal Railroad Administration
Heritage Conservation and Recreation Service
National Aeronautics & Space Administration (NASA)
National Academy of Sciences—Highway Research Board
National Park Service
National Science Foundation
New England Regional Commission
President's Advisory Council on Historic Preservation
U S. Agency for International Development (AID)
U.S. Air Force
U.S. Army Corps of Engineers
U S Department of Health, Education & Welfare
U.S. Department of Housing & Urban Development (HUD)
U S. Department of the Interior
U.S. Department of Justice
U S. Department of Transportation
U.S. General Services Administration
U.S. Maritime Administration

Representative List of Private Clients

AMF, Inc.
Aetna Realty Group
Advance Construction Co.
Alcoa Properties, Inc.
Aluminum Company of America
Amcord Corporation
American Broadcasting Company
American Express Company
Amfac, Inc.
Amterre Development, Inc.
Anderson, Notter, Finegold
Anheuser-Busch, Inc
Arvida Corporation
Aspen Institute for Humanistic Studies
The Associated General Contractors of America
Atlantic National Bank
Altantic Richfield Company
ATO Properties, Inc.
AVCO Community Developers
Bank of America
Bankers Security Corporation
Bechtel Corporation
Beneficial Standard Properties, Inc.
The Estate of Bernice P. Bishop
Bixby Ranch Company
The Boeing Company
Boise Cascade Corporation
Booz, Allen & Hamilton
Boston Financial Technology, Inc.
Branigar Organization
Broadmoor Homes
M.J. Brock & Sons, Inc.
Burlington Northern Railroad
Businessmen's Assurance Corporation
The Butler Company
Cabot, Cabot & Forbes, Inc.
California Federal Savings & Loan Association
California Institute of the Arts
The Estate of James Campbell
Canadian Pacific Hotels, Inc.
Capitol Records
Castle & Cooke, Inc.
Century Federal Savings and Loan Association
Century Plaza Hotel
Chevron Land and Development Company
Chicago and Northwestern Railway Company
Chrysler Realty Corporation
Citibank
Coldwell, Banker & Company
Collins Development Company
Colonial Williamsburg Foundation
Connecticut General Life Insurance Co.
Continental Illinois National Bank & Trust Co.
Continental Oil Company
Continental Real Estate Equities
Corning Glass Company
David A. Crane & Partners
Crocker National Bank
Crocker Land Co.
Dart Resorts
Edward J. DeBartolo Corporation
Del Monte Properties
Del E. Webb Corporation
Denny's Restaurants
Detroit, Michigan, Stadium Committee
Diamond Head Corporation
DiGiorgio Corporation
Dillingham Corporation
Walt Disney Productions
Dole Company
Donaldson, Lufkin & Jenerette
Dunn Industrial Properties, Inc
The O.K. Earl Corporation
Eastern Airlines
Farmers Investment Company
Far West Financial Corporation
Fibreboard Corporation
Fidelity Mutual Life Insurance Co
Financial Federation, Inc.
First National Bank of Chicago
Florida Gas Company
Florida State Theaters
Ford Motor Company
Foremost-McKesson, Inc.
Foremost Realty Co.
Gaming Industry Association of Nevada
Gates Land Company
Gemini Development Company
General Portland Cement Co.
Genstar, Inc.
Getty Oil
Gibraltar Savings and Loan Association
Golden West Broadcasters
Great Lakes Carbon Corporation
Great Lakes Properties, Inc.
GSC/Six Flags Corporation
Great Western Financial Corporation
Guardian Mortgage Investors
Gulf & Western Industries, Inc
Hallmark Cards, Inc.
Harrah's
Harvey Aluminum
Hershey Foods
Conrad & Barron Hilton
Gerald D. Hines Interests
Holiday Inn
Hollywood Turf Club
Honeywell, Inc.
The Hunt Investment Company
Hunt Properties, Inc.
E.F. Hutton & Company
Hyatt Corporation
I.C. Industries
International Paper Company
The Irvine Company
ITT Corporation
Janss Corporation
J.F. Kennedy Presidential Library
KAcor Realty
Kaiser Aetna
Kaiser Aluminum & Chemical Company
Kaiser Broadcasting
Kaluakoi Corporation
Kansas City Chiefs
Kennecott Copper Company
Kiawah Island Development Co
Lakeworld, Inc.
Lake Placid Olympic Organizing Committee
Lawry's Associated Restaurants
Lear Siegler Corporation
Levitt & Sons of California, Inc.
Lex Hotels
Libertyland
Lincoln Liberty Life Insurance Company
Litton Industries
Lockheed Aircraft Corporation
Lodestar Company
Los Angeles Rams
Louisville, Kentucky, Stadium Committee
Marineland of the Pacific
Mariner Savings & Loan Association
Mass Mutual Mortgage & Realty Investors
Marriott Corporation
Marvel Comics Group
Mattel, Inc.
May Company Stores
MCA, Inc.
McCulloch Corporation
Metromedia, Inc.
Miller Brewing Company
Milwaukee Land Company
Mobil Oil Company
Monolith Cement Co.
Nevada Resort Association
Newhall Land & Farming Company
North Carolina National Bank
North Shore Realty Trust
Norton Simon, Inc.
Oak Brook Development Company
Oceanic Properties
Ogden Development Corporation
Outboard Marine Corporation
Pacific Coast Properties
Pacific National Insurance Company
Pacific Power and Light
Palmetto Dunes Resort
Victor Palmieri and Company
Pan American World Airways
Paramount Brokerage and Development Company
Paramount Pictures Corporation
Fess Parker
Pasadena Art Museum
Pauley Petroleum, Inc.
The Penn Central Transportation Company
Penn Mutual Life Insurance Co.
Perini Land and Development Corporation
Playboy Clubs International, Inc.
Ponderosa Homes
Port Authority of New York and New Jersey
Price Waterhouse & Company
The Providence Foundation
The Providence Gas Company
Prudential Savings & Loan Association
Pure Oil Company
R&B Investments
Ralston Purina Corporation
Realty Growth Investors
Republic Corporation
Resorts International, Inc.
Ringling Bros., Barnum & Bailey Combined Shows, Inc.
Ripley International, Inc.
J.W. Robinson Co.
Rockefeller Center, Inc.
Rockwell International
Rossmoor Homes
Rossmoor Illinois Corporation
The Rouse Company
St. Louis Symphony Orchestra
Sea Pines Company
Seattle World's Fair
Sea World
Security Pacific National Bank
Scott Paper Company
Shell Oil Company
Signal Oil Company
Melvin Simon & Associates
Simpson Timber Company
James M. Sink & Associates
Skidmore, Owings & Merrill
R.E. Smith Interests
Snowmass-at-Aspen
Southwest Research Institute
Southern Pacific Railroad
Socaland Corporation
Steamboat Springs Investment Company
Edward D. Stone, Jr., & Associates
Sugarloaf Mountain Corporation
Sutter Hill
Sun Valley Corporation
Tatt Broadcasting Company
Talley Industries
The Times Mirror Company
Title Insurance & Trust Company
Tramell Crow Company
Trans World Airlines
Trimont Land Company
TRW
Twentieth Century-Fox
Union Oil Company of California
Union Pacific Railroad Company
Union Planters Corporation
United California Bank
U.S. Plywood-Champion Papers, Inc.
Vail Associates, Inc.
Valley National Bank
WED Enterprises, Inc.
WSM Radio-Opryland
Wells Fargo Bank
Western Airlines
Western International Hotels
Weyerhaeuser Properties, Inc.
Xerox Corporation
Yosemite Park & Curry Company

Representative List of International Clients

Bahamas Ministry of Tourism
Banco Nacional de Mexico
City of Burnaby, British Columbia, Canada
Canada, Travel Industry Association
Canada Department of Public Works
Canadian National Exposition
Compagnie Financière de Suez
EXPO '67, Montreal
Francois Spoerry
Government of Guinea
Grupo Alfa Industrial
His Highness the Aga Khan
Hong Kong Resort Co., Ltd.
Jordanian Development Board
Mexico Agrarian Department
Kuwait Ministry of Public Works
Mexico Ministry of Public Works
The Netherlands Tourism Office
Mexico Tourist Development Agency (FONATUR)
Federal Republic of Nigeria
Olympia & York Developments, Ltd.
Panama Canal Company
Provincial Government of Nova Scotia
Government of Pakistan
Republic of Panama
Kingdom of Saudi Arabia
Secretariat for Central American Tourism Integration
Seibu Realty Company
Senegal, Le President De La République De
Seoul Metropolitan Government, Republic of Korea
Venezuela Ministry of Public Works
Ministry of Development and New Communities Arab Republic of Egypt

Professional Staff of Economics Research Associates

Austin G. Anderson
Vice President
B.S., Stanford University
M.B.A., Stanford University

Phillip A. Baewer
B.A., Elmhurst College

Steven W. Balgrosky
B.A., Stanford University
M.B.A., University of California at Los Angeles

Brian D. Bash
B.A., Texas Christian University
M.A., Pennsylvania State University

William E. Bingham
B.A., Hobart College

Kannath T. H. Bouton
B.A., Elmhurst College

Reymond E. Braun
B.A., Claremont Men's College
M.B.A., University of California at Los Angeles

Julie F. Burford
B.A., University of California at Berkeley

Daryl J. Butcher
Senior Vice President/Manager, Wash. D.C. Office
B.A., Claremont Men's College

Lawrence E. Clark
B.A., Washington University
M.B.A., Washington University

Madeline M. Clark
B.A., Mills College

Gregory L. Cory
B.A., University of California at Santa Barbara
M.U.P., University of Oregon

Meredith S. Crist
B.A., Pennsylvania State University
Ph.D., University of California at Los Angeles

Teresa M. Deloien
B.A., Wheaton College

Phillip Eklof, M.A.I.
B.A., University of California at Los Angeles
M.B.A., University of Southern California

Gerald A. Estes, A.I.A.
B.Arch., Illinois Institute of Technology
M.S., Illinois Institute of Technology

Thomas A. Feaney
Vice President
B.S., Loyola College
M.A., The Catholic University of America
M.B.A., Stanford University

William A. Folmar
B.S., University of Florida
M.C.R.P., Ohio State University
M.B.A., Ohio State University

Malvin A. Gamzon
B.A., University of Cincinnati
M.B.A., New York University

Joel B. Goldstaan
B.Arch., University of Pennsylvania
M.U.P., Washington University
Ph.D., Michigan State University

Ann Gordon
B.A., Wheaton College
M.C.R.P., Harvard University

Richard Gsottschnaider
B.S., University of New Hampshire
M.S., University of New Hampshire

John K. Haesaler
B.A., Harvard College
M.C.P., University of Pennsylvania

William L. Herelson
Vice President/Manager, Dallas Office
B.A., University of Missouri
M.A., University of Missouri

Patricia J. Holtschult
B.A., Southern Illinois University

Michael L. Horst
Vice President
B.A., University of California at Santa Barbara
M.B.A., Stanford University

Clive B. Jones
Vice President/Manager, San Francisco Office
B.S., University of California at Berkeley
M.B.A., University of California at Berkeley

Frederick F. Kennedy
B.S., University of San Francisco
M.B.A., University of Hawaii

Maria Keutmann
B.A., Smith College
M.B.A., Columbia University

Gene P. Krekorian
B.A., Pomona College
M.S., University of California at Los Angeles

Christopher E. Lee
B.S., San Diego State University
M.S., San Jose State University

William W. Lee
Vice President
B.S., Stanford University
M.B.A. Columbia University

Wayne A. Lemmon
B.Arch., Cornell University
M.U.P., City University of New York

James B. Lewis
B.A., University of West Florida
M.A., University of Florida

Jane Lovelass
B.A., University of Northern Iowa

Richard K. Lyon
Senior Vice President
B.S., New Mexico Institute of Mining and Technology
M.S., University of Wisconsin

Francis X. Mahady
B.A., Harvard College
M.C.P., Massachusetts Institute of Technology

Thomas J. Mertin
Vice President/Manager, Boston Office
B.A., Southern Illinois University
M.U.P., University of Washington

J. Richard McElyea
Senior Vice President/Manager, San Francisco Office
B.A., Stanford University
M.B.A., Stanford University

Donal O'Connell
A.R.C.H., University College Dublin
M.C.R.P., Harvard University

Ned D. Osborn
Vice President
B.S., University of Southern California
M.S., University of Southern California

William W. Owens IV
B.S., U.S. Naval Academy
M.B.A., Harvard University

David C. Petersen
Vice President/Manager, Orlando Office
B.A., San Jose State University

Richard C. Peterson
B.A., Ambassador College
M.B.A., University of California at Los Angeles

Ernest E. Phinney, Jr.
B.A., Stanford University
M.B.A., Harvard University

Donna W. Place
B.S., Russell Sage College

W. Lawrence Prehn
B.S., Rice University
M.S., Cornell University

Louise A. Root
B.A., University of Pennsylvania
M.C.P., University of Pennsylvania

Frank Salatha
B.Arch., Illinois Institute of Technology

Robert B. Shawn
Vice President
B.A., Johns Hopkins University
M.P.A., Cornell University

Robert E. Shedlock
Vice President
B.A., University of Chicago
M.B.A., University of Arizona

Richard A. Siegal
B.A., University of California at Los Angeles
M.B.A., University of California at Los Angeles
Ph.D., University of California at Los Angeles

Steven E. Spickard
B.A., University of California at Berkeley
M.C.P., University of California at Berkeley

Daniel J. Stephan
B.A., University of Illinois
M.B.A., University of Chicago

Hawkins Stern
B.A., University of California at Berkeley

Don M. Stewart
Vice President
B.A., University of California at Santa Barbara

Frad R. Sutton
B.S., Southern Illinois University

James R. Thomson
Vice President
B.S., Rice University
M.B.A., Harvard University

Estevan R. Valenzuela
B.A., Harvard University

Jeffrey L. Walters
Manager, Chicago Office
B.A., Brown University
M.U.P., Michigan State University

Craig A. Warley
B.A., Emory University

David A. Wilcox
B.A., M.A., University of Michigan
M.R.P., Harvard University

Wayne R. Wilson
President
B.A., Duke University
M.B.A, University of Southern California

Economics Research Associates

Office Managers

Wayne R. Wilson President	**Los Angeles — Corporate Headquarters** 10960 Wilshire Boulevard Los Angeles, California 90024 (213) 477-9585 Telex: 673661 TWX: 910-342-6892
Thomas J. Martin	**Boston** 334 Boylston Street Boston, Massachusetts 02116 (617) 261-1965
Jeffrey L. Walters	**Chicago** 1100 Jorie Boulevard Oak Brook, Illinois 60521 (312) 887-0630
William L. Haralson	**Dallas** 7616 LBJ Freeway, Suite 715 Dallas, Texas 75251 (214) 387-2131
David C. Petersen	**Orlando** 220 Palmetto Avenue Orlando, Florida 32801 (305) 841-4220
J. Richard McElyea **Clive B. Jones**	**San Francisco** 680 Beach Street, Suite 370 San Francisco, California 94109 (415) 775-3170
Daryl J. Butcher	**Washington, D.C.** 1764 Old Meadow Lane McLean, Virginia 22102 (703) 893-1560
Division Offices • **Animal/People Environments** • **Management Services**	**Los Angeles** 10960 Wilshire Boulevard Los Angeles, California 90024 (213) 479-1555 Telex: 673661 TWX: 910-342-6892

Economics Research Associates

254

Economics Research Associates

A Planning Research Company

STANDARD FORM (SF) **254**
Architect-Engineer and Related Services Questionnaire

1. Firm Name / Business Address:

Economics Research Associates
10960 Wilshire Boulevard
Los Angeles, California 90024

1a. Submittal is for ☒ Parent Company ☐ Branch Office

2. Year Present Firm Established: 1958

3. Date Prepared: January 1981

4. Type of Ownership:

4a. Minority Owned ☐ yes ☒ no

5. Name of Parent Company, if any:

Planning Research Corporation
1850 K Street, N.W., Suite 1100
Washington, D.C. 20006

5a. Former Firm Name(s), if any, and Year(s) Established:

None

6. Names of not more than Two Principals to Contact: Title / Telephone

1) Wayne R. Wilson, President (213) 477-9585
2) Richard K. Lyon, Senior Vice President (213) 477-9585

7. Present Offices: City / State / Telephone / No. Personnel Each Office

7a. Total Personnel 91

10960 Wilshire Boulevard
Los Angeles, CA 90024
(213) 477-9585
Wayne Wilson, President
33 Professional Staff

7616 LBJ Freeway, Suite 715
Dallas, TX 75251
(214) 387-2131
William Haralson, Vice President
4 Professional Staff

220 Palmetto Avenue
Orlando, FL 32801
(305) 841-4220
David Petersen, Vice President
8 Professional Staff

608 Beach Street, Suite 370
San Francisco, CA 94109
(415) 775-3170
J. Richard McElyea, Sr. Vice President
15 Professional Staff

205 West Wacker Drive
Chicago, IL 60606
(312) 332-0110
Jeffrey Walters, Manager
9 Professional Staff

334 Boylston Street
Boston, MA 02116
(617) 437-1965
Thomas Martin, Vice President
12 Professional Staff

1764 Old Meadow Lane
McLean, VA 22102
(703) 893-1560
Hawkins Stern, Manager
10 Professional Staff

8. Personnel by Discipline:

18 Administrative	___ Electrical Engineers	___ Oceanographers	9 Technicians
___ Architects	___ Estimators	11 Planners: Urban/Regional	15 Clerical
___ Chemical Engineers	___ Geologists	___ Sanitary Engineers	2 Environmental Resource Spec.
___ Civil Engineers	___ Hydrologists	___ Soils Engineers	8 Real Estate Analysts
___ Construction Inspectors	___ Interior Designers	___ Specification Writers	10 Financial Analysts
___ Draftsmen	___ Landscape Architects	___ Structural Engineers	
___ Ecologists	___ Mechanical Engineers	___ Surveyors	
16 Economists	___ Mining Engineers	___ Transportation Engineers	

9. Summary of Professional Services Fees Received: (insert index number)

Last 5 Years (most recent year first)

	19 80	19 79	19 78	19 77	19 76
Direct Federal contract work, including overseas	3	3	2	2	2
All other domestic work	6	6	6	6	6
All other foreign work*	4	4	4	3	3

*Firms interested in foreign work, but without such experience, check here: ☐.

Ranges of Professional Services Fees

INDEX
1. Less than $100,000
2. $100,000 to $250,000
3. $250,000 to $500,000
4. $500,000 to $1 million
5. $1 million to $2 million
6. $2 million to $5 million
7. $5 million to $10 million
8. $10 million or greater

Standard Form 254 July 1975
Prescribed By GSA Fed. Proc. Reg. (41 CFR) 1-16.803

Experience Profile Code Numbers
for use with questions 10 and 11

001 Acoustics; Noise Abatement
002 Aerial Photogrammetry
003 Agricultural Development; Grain Storage; Farm Mechanization
004 Air Pollution Control
005 Airports; Navaids; Airport Lighting; Aircraft Fueling
006 Airports; Terminals & Hangars; Freight Handling
007 Arctic Facilities
008 Auditoriums & Theatres
009 Automation; Controls; Instrumentation
010 Barracks; Dormitories
011 Bridges
012 Cemeteries *(Planning & Relocation)*
013 Chemical Processing & Storage
014 Churches; Chapels
015 Codes; Standards; Ordinances
016 Cold Storage; Refrigeration; Fast Freeze
017 Commercial Buildings *(low rise)*; Shopping Centers
018 Communications Systems; TV; Microwave
019 Computer Facilities; Computer Service
020 Conservation and Resource Management
021 Construction Management
022 Corrosion Control; Cathodic Protection; Electrolysis
023 Cost Estimating
024 Dams *(Concrete; Arch)*
025 Dams *(Earth; Rock)*; Dikes; Levees
026 Desalinization *(Process & Facilities)*
027 Dining Halls; Clubs; Restaurants
028 Ecological & Archeological Investigations
029 Educational Facilities; Classrooms
030 Electronics
031 Elevators; Escalators; People-Movers
032 Energy Conservation; New Energy Sources
033 Environmental Impact Studies, Assessments or Statements
034 Fallout Shelters; Blast-Resistant Design
035 Field Houses; Gyms; Stadiums
036 Fire Protection
037 Fisheries; Fish Ladders
038 Forestry & Forest Products
039 Garages; Vehicle Maintenance Facilities; Parking Decks
040 Gas Systems *(Propane; Natural, Etc.)*
041 Graphic Design
042 Harbors; Jetties; Piers; Ship Terminal Facilities
043 Heating; Ventilating; Air Conditioning
044 Health Systems Planning
045 Highrise; Air-Rights-Type Buildings
046 Highways; Streets; Airfield Paving; Parking Lots
047 Historical Preservation
048 Hospitals & Medical Facilities
049 Hotels; Motels
050 Housing *(Residential, Multi-Family; Apartments; Condominiums)*
051 Hydraulics & Pneumatics
052 Industrial Buildings; Manufacturing Plants
053 Industrial Processes; Quality Control
054 Industrial Waste Treatment
055 Interior Design; Space Planning
056 Irrigation; Drainage
057 Judicial and Courtroom Facilities
058 Laboratories; Medical Research Facilities
059 Landscape Architecture
060 Libraries; Museums; Galleries
061 Lighting *(Interiors; Display; Theatre, Etc.)*
062 Lighting *(Exteriors; Streets; Memorials; Athletic Fields, Etc.)*
063 Materials Handling Systems; Conveyors; Sorters
064 Metallurgy
065 Microclimatology; Tropical Engineering
066 Military Design Standards
067 Mining & Mineralogy
068 Missile Facilities *(Silos; Fuels; Transport)*
069 Modular Systems Design; Pre-Fabricated Structures or Components
070 Naval Architecture; Off-Shore Platforms
071 Nuclear Facilities; Nuclear Shielding
072 Office Buildings; Industrial Parks
073 Oceanographic Engineering
074 Ordnance; Munitions; Special Weapons
075 Petroleum Exploration; Refining
076 Petroleum and Fuel *(Storage and Distribution)*
077 Pipelines *(Cross-Country—Liquid & Gas)*
078 Planning *(Community, Regional, Areawide and State)*
079 Planning *(Site, Installation, and Project)*
080 Plumbing & Piping Design
081 Pneumatic Structures; Air-Support Buildings
082 Postal Facilities
083 Power Generation, Transmission, Distribution
084 Prisons & Correctional Facilities
085 Product, Machine & Equipment Design
086 Radar; Sonar; Radio & Radar Telescopes
087 Railroad; Rapid Transit
088 Recreation Facilities *(Parks, Marinas, Etc.)*
089 Rehabilitation *(Buildings; Structures; Facilities)*
090 Resource Recovery; Recycling
091 Radio Frequency Systems & Shieldings
092 Rivers; Canals; Waterways; Flood Control
093 Safety Engineering; Accident Studies; OSHA Studies
094 Security Systems; Intruder & Smoke Detection
095 Seismic Designs & Studies
096 Sewage Collection, Treatment and Disposal
097 Soils & Geologic Studies; Foundations
098 Solar Energy Utilization
099 Solid Wastes; Incineration; Land Fill
100 Special Environments; Clean Rooms, Etc.
101 Structural Design; Special Structures
102 Surveying; Platting; Mapping; Flood Plain Studies
103 Swimming Pools
104 Storm Water Handling & Facilities
105 Telephone Systems *(Rural; Mobile; Intercom, Etc.)*
106 Testing & Inspection Services
107 Traffic & Transportation Engineering
108 Towers *(Self-Supporting & Guyed Systems)*
109 Tunnels & Subways
110 Urban Renewal; Community Development
111 Utilities *(Gas & Steam)*
112 Value Analysis; Life-Cycle Costing
113 Warehouses & Depots
114 Water Resources; Hydrology; Ground Water
115 Water Supply, Treatment and Distribution
116 Wind Tunnels; Research/Testing Facilities Design
117 Zoning; Land Use Studies
201 Cost/Benefit Analysis
202 Recreation/Tourism
203 Economic Impact Analysis
204 Financial Studies
205 _____

10. Profile of Firm's Project Experience, Last 5 Years

Profile Code	Number of Projects	Total Gross Fees (in thousands)	Profile Code	Number of Projects	Total Gross Fees (in thousands)	Profile Code	Number of Projects	Total Gross Fees (in thousands)
1) 006	10	81	11) 047	22	255	21) 110	42	430
2) 008	24	299	12) 048	35	290	22) 117	38	317
3) 012	7	54	13) 049	84	871	23) 201	74	923
4) 017	70	736	14) 050	87	905	24) 202	257	3,205
5) 019	28	235	15) 052	27	453	25) 203	57	706
6) 027	4	54	16) 060	22	226	26) 204	97	1,209
7) 029	14	118	17) 072	22	230	27)		
8) 033	33	340	18) 077	7	81	28)		
9) 042	24	299	19) 078	158	1,969	29)		
10) 046	17	145	20) 088	245	3,055	30)		

11. Project Examples, Last 5 Years

Profile Code	"P", "C", "JV", or "IE"	Project Name and Location	Owner Name and Address	Cost of Work (in thousands)	Completion Date (Actual or Estimated)
087 201	P	1 Market and implementation analysis for Banfield Light Rail System	Metropolitan Service District 527 S.W. Hall Portland, OR 97201	$255	10/82
033 078 203	S	2 Development of Century Freeway Housing Plan and Environmental Impact Statement	State of California Department of Housing and Community Development 101 N. La Brea Avenue, # 500 Inglewood, CA 90301	$453	3/82
088 202	P	3 Examination of Puerto Rico tourism industry and development of strategies to maximize tourism potentials	Commonwealth of Puerto Rico Tourism Company 301 San Justo Street San Juan, PR 00903	$250	10/81
032 050 078 098	P	4 Market analyses for the TVA Energy Efficient New Home projects	Tennessee Valley Authority, Division of Energy 401 Power Building Chattanooga, TN 37401	$110	9/81
059 201 079 202 088 203	P	5 Market analysis and development assistance for 1,200-acre state park complex in northern Georgia	Lake Lanier Islands Authority P.O. Box 605 Buford, GA 30518	$ 50	7/81
110 203	C	6 CBD economic analysis of San Antonio Plaza Redevelopment Area in San Jose	City of San Jose 801 N. First Street San Jose, CA 95110	$ 70	7/81
008 072 017 079 023 089 046 201 049 203	204 P	7 Market support analysis, development strategy formulation, operations and financial analysis and implementation assistance for major public assembly complex	Toledo Economic Planning Council 425 Jefferson Toledo, OH 43604	$ 92	6/81

052 201 072 204 089	P	8	Varied technical assistance to 20 Title IX Auto Community Adjustment Program grantees in seven midwestern states	Economic Development Administration Office of Technical Assistance Department of Commerce Washington, D.C. 20230	$100	6/81
078 088 201 202	P	9	Series of urban recreation case studies to determine leisure needs and recreation behavior of various ethnic and economic groups	State of California P.O. Box 2390 Sacramento, CA 95811	$ 60	6/81
017 050 039 090 047 204	P	10	Market and financial feasibility analysis of development opportunities in the downtown area of Savannah	City of Savannah P.O. Box 1027 Savannah, GA 31402	$ 60	5/81
078 110 203	P	11	Identification and redevelopment/revitalization program for 12 select communities in the unincorporated areas of Los Angeles County	Los Angeles County Community Development Department 3175 W. 6th Street Los Angeles, CA 90020	$321	5/81
017 072 049 078 050 110		12	Economic feasibility study of the central business district of Kalamazoo, Michigan	City of Kalamazoo 241 W. South Street Kalamazoo, MI 49007	$ 50	4/81
078 203 110 204 201	P	13	EDA Title IX Economic Adjustment Study to counter effects of downturn in the automobile industry	Rock Valley Economic Development Commission 401 W. State Street Rockford, IL 61101	$ 70	3/81
088 202	P	14	Design of aquatic (mammal) habitats for the National Zoological Park	Smithsonian Institution 300 Connecticut Avenue, N.W. Washington, D.C. 20008	$300	1/81
079 088 202	P	15	Attendance forecast and site selection analysis for new Atlanta Zoo complex	Atlanta Zoological Society 800 Cherokee Avenue Atlanta, GA 30315	$ 30	1/81
006 092 042 201 076 204	P	16	Forecast commodity flow by type through Panama Canal for the period 1981—1990 with estimates of number of transits by ship size and potential revenues	Panama Canal Commission Office of Executive Planning APO Miami, FL 34011	$100	12/80
072 078 079	C	17	Economic and market analysis components for overall master plan of the Federal Triangle in Washington, D.C.	General Services Administration 18th and F Streets, N.W. Washington, D.C. 20405	$ 45	12/80
078 202 088 204 201	C	18	Feasibility study for a proposed Egyptian Heritage Park adjacent to Cairo, Egypt	Recreational Planning Associates Group International 9606 Santa Monica Boulevard Beverly Hills, CA 90210	$ 90	12/80
078 110 203	P	19	Downtown revitalization program development which led to formation of Fairbanks Development Authority	City of Fairbanks 410 Cushman Street Fairbanks, AK 99701	$ 24	12/80

088 202	P	20 Market analysis and economic feasibility for visitor facility near Mt. McKinley in Alaska	Alaska Division of Parks 610 Warehouse Avenue, # 210 Anchorage, AK 99510	$120	12/80
087 203 088 204 202	P	21 Financial feasibility analysis for alternative visitor transportation system, restoration of commercial rail services, and socioeconomic impact analysis in eastern Tennessee	U.S. Army Corps of Engineers 801 Broadway Nashville, TN 37203	$110	12/80
078 203 110 204 112	P	22 Joint development and value capture analyses at 17 rapid transit station sites on the proposed starter line	Southern California Rapid Transit District 425 S. Main Street Los Angeles, CA 90013	$ 46	11/80
078 110 203	P	23 EDA Title IX Economic Adjustment Study to identify and prepare implementation strategy for development and investment opportunities	Fairbanks Town & Village Association 407 Second Avenue Fairbanks, AK 99707	$ 75	10/80
020 033 204	C	24 Preparation of social, economic and natural resources components to an EIS for a proposed 17-mile highway corridor	Illinois Department of Transportation 2300 S. Dirksen Parkway Springfield, IL 62764	$186	9/80
017 117 072 204 078	P	25 Market support analysis, management organization and developer selection for major multi-use regional mall	Township of Bridgewater P.O. Box 6300 Bridgewater, NJ 08807	$ 75	9/80
076 107 079 201 087 203	C	26 Port/rail/energy transportation planning for deepwater ports in Connecticut	State of Connecticut Office of Policy Management 80 Washington Street Hartford, CT 06115	$ 70	9/80
047 201 078 203 089 204 110	C	27 Market analysis and financial planning for the reuse of the Frankford Arsenal	Philadelphia Industrial Development Corporation 1 E. Penn Square, Suite 1800 Philadelphia, PA 19107	$ 48	8/80
088 103 201 202	C	28 Evaluation of market support and preparation of economic planning guidelines for regional Florida park	Lee County Board of Commissioners P.O. Box 398 Ft. Myers, FL 33902	$ 30	8/80
006 203 204	P	29 Comprehensive economic impact analysis of the Los Angeles International, Ontario International and Van Nuys Airports	Los Angeles Department of Airports 1 World Way Los Angeles, CA 90009	$ 73	7/80
078 110 203	P	30 EDA Title IX Economic Adjustment Study to alleviate employment displacement caused by steel mill production cutbacks	Five Cities Development Authority 8353 Sierra Avenue Fontana, CA 92335	$ 65	7/80

006 078 079 204	JV	31 Airport peripheral land acquisition and use strategy	City of Phoenix Sky Harbor International Airport Phoenix, AZ	$ 35	6/80
047 072 078 110	P	32 Preparation of a development strategy for the commercial/office area in the city of Norwalk	City of Norwalk 41 N. Main Street Norwalk, CT 06854	$ 40	6/80
088 202 204	P	33 Series of assignments in economic feasibility for 82 Energy Expo and reuse potentials of site	1982 Knoxville Energy Exposition 502 S. Gay Street Knoxville, TN 37902	$ 42	6/80
008 079 201 204	P	34 Financial, market and management analysis for the Seattle Opera theater complex	Seattle Opera P.O. Box 9248 Seattle, WA 98109	$ 25	6/80
088 202 204	P	35 Concept development, economic, financial and market support analysis for the Graceland mansion complex	Tennessee Department of Tourist Development 505 Fesslers Lane Nashville, TN 37210	$ 40	4/80
201 204	P	36 Operational and management audit of transportation service (OATS) funded by the Ozarks Regional Commission	Ozarks Regional Commission 1100 N. University, # 109 Little Rock, AR 72207	$ 30	4/80
006 204	JV	37 Site selection and financial analysis for new airport complex in the city of Fort Worth	N.C. Texas Council of Governments 1201 N. Watson Road Fort Worth, TX 76102	$ 30	4/80
008 203 204	JV	38 Expansion and reinvestment analysis of the Phoenix Civic Plaza complex	Phoenix Civic Plaza 225 E. Adams Street Phoenix, AZ 85004	$ 50	1/80
088 110 203	P	39 Impact of fees and charges on urban recreation and cultural opportunities (nationwide)	National Science Foundation Applied Research Division Washington, D.C. 20550	$140	12/79
047 089	P	40 Series of assignments related to the preparation of a redevelopment/implementation plan for proposed industrial/commercial/entertainment complex	42nd Street Redevelopment Corporation 320 E. 43rd Avenue New York, NY 10017	$ 75	9/79
050 078 117 203	P	41 Evaluation of the impacts of casino hotel development on the demand for housing in Atlantic City	Atlantic City Housing Authority 14 S. California Avenue Atlantic City, NJ 08404	$ 65	9/79

078 088 201 204	P	42 Economic, financial and market analysis for 750-acre commercial and public recreation complex	City of Battle Creek City Hall Battle Creek, MI 49016	$ 50	8/79
078 079 088	P	43 Feasibility analysis and master plan for Kuwait National Zoo	Ministry of Public Works Government of Kuwait Kuwait	$260	7/79
017 078 033 117 072 203	P&C	44 Market, financial and economic impact analysis for Market Street East Transportation Mall	Market Street East Development Corporation 1234 Market Street Philadelphia, PA 19103	$350	4/79
050 117 204	P	45 Series of assignments to analyze market conditions and development strategies for the new town of Columbia, Maryland	The Rouse Company Columbia, MD 21044	$ 57	3/79
088 201 204	JV	46 Analysis of National Park Service concessionaire pricing strategies (nationwide)	National Park Service Department of Interior Washington, D.C. 20240	$110	3/79
088 201 202 204	P	47 Development of "Fees and Charges" Handbook for municipal recreation agencies (nationwide)	Heritage Conservation and Recreation Service 450 Golden Gate Avenue San Francisco, CA 94102	$ 10	3/79
046 079 047 088 049 107 072 110 078	P	48 Feasibility study and master plans for two major new facilities: (1) a theme park, zoo, and cultural facility and (2) a large new urban center in the Republic of Korea	Yulsan Engineering through a contract with the Seoul Metropolitan Government	$850	10/78
088 202 204	P	49 Analysis of statewide campground and recreation reservation systems (California)	Department of Parks State of California Sacramento, CA 95814	$ 50	6/78
017 117 072 204 088	P	50 Analysis of land use, market potential and land appraisal for properties held by Kaiser Aetna	Kaiser Aetna P.O. Box 755 Oakland, CA 92390	$392	4/77
088 201 202	P	51 Evaluation of public willingness to pay user charges for outdoor recreation amenities (nationwide)	Heritage Conservation and Recreation Service 440 G Street, N.W. Washington, D.C. 20243	$ 60	12/76
042 203 204	P	52 Economic impact in terms of value added to the community of Portland's marine terminal activities and proposed expansion of shipyard area	Port of Portland P.O. Box 3529 Portland, OR	$ 56	5/76

12. The foregoing is a statement of facts.

Signature: Wayne R. Wilson **Typed Name and Title:** Wayne R. Wilson, President **Date:** February 1981

254

Economics Research Associates

A Planning Research Company

STANDARD FORM (SF) **254**
Architect-Engineer and Related Services Questionnaire

1. Firm Name / Business Address:

Economics Research Associates
10960 Wilshire Boulevard
Los Angeles, California 90024

1a. Submittal is for ☒ Parent Company ☐ Branch Office

2. Year Present Firm Established: 1958

3. Date Prepared: January 1981

4. Type of Ownership:

4a. Minority Owned ☐ yes ☒ no

5. Name of Parent Company, if any:

Planning Research Corporation
1850 K Street, N.W., Suite 1100
Washington, D.C. 20006

5a. Former Firm Name(s), if any, and Year(s) Established:

None

6. Names of not more than Two Principals to Contact: Title / Telephone

1) Wayne R. Wilson, President (213) 477-9585
2) Richard K. Lyon, Senior Vice President (213) 477-9585

7. Present Offices: City / State / Telephone / No. Personnel Each Office

7a. Total Personnel 91

10960 Wilshire Boulevard
Los Angeles, CA 90024
(213) 477-9585
Wayne Wilson, President
33 Professional Staff

7616 LBJ Freeway, Suite 715
Dallas, TX 75251
(214) 387-2131
William Haralson, Vice President
4 Professional Staff

220 Palmetto Avenue
Orlando, FL 32801
(305) 841-4220
David Petersen, Vice President
8 Professional Staff

608 Beach Street, Suite 370
San Francisco, CA 94109
(415) 775-3170
J. Richard McElyea, Sr. Vice President
15 Professional Staff

205 West Wacker Drive
Chicago, IL 60606
(312) 332-0110
Jeffrey Walters, Manager
9 Professional Staff

334 Boylston Street
Boston, MA 02116
(617) 437-1965
Thomas Martin, Vice President
12 Professional Staff

1764 Old Meadow Lane
McLean, VA 22102
(703) 893-1560
Hawkins Stern, Manager
10 Professional Staff

8. Personnel by Discipline:

18 Administrative	___ Electrical Engineers	___ Oceanographers	9 Technicians
___ Architects	___ Estimators	11 Planners: Urban/Regional	15 Clerical
___ Chemical Engineers	___ Geologists	___ Sanitary Engineers	2 Environmental Resource Spec.
___ Civil Engineers	___ Hydrologists	___ Soils Engineers	8 Real Estate Analysts
___ Construction Inspectors	___ Interior Designers	___ Specification Writers	10 Financial Analysts
___ Draftsmen	___ Landscape Architects	___ Structural Engineers	___
___ Ecologists	___ Mechanical Engineers	___ Surveyors	___
16 Economists	___ Mining Engineers	___ Transportation Engineers	___

9. Summary of Professional Services Fees Received: (insert index number)

Last 5 Years (most recent year first)

	19 80	19 79	19 78	19 77	19 76
Direct Federal contract work, including overseas	3	3	2	2	2
All other domestic work	6	6	6	6	6
All other foreign work*	4	4	4	3	3

*Firms interested in foreign work, but without such experience, check here: ☐.

Ranges of Professional Services Fees

INDEX
1. Less than $100,000
2. $100,000 to $250,000
3. $250,000 to $500,000
4. $500,000 to $1 million
5. $1 million to $2 million
6. $2 million to $5 million
7. $5 million to $10 million
8. $10 million or greater

Standard Form 254 July 1975
Prescribed By GSA Fed. Proc. Reg. (41 CFR) 1-16.803

Experience Profile Code Numbers
for use with questions 10 and 11

001 Acoustics; Noise Abatement
002 Aerial Photogrammetry
003 Agricultural Development; Grain Storage; Farm Mechanization
004 Air Pollution Control
005 Airports; Navaids; Airport Lighting; Aircraft Fueling
006 Airports; Terminals & Hangars; Freight Handling
007 Arctic Facilities
008 Auditoriums & Theatres
009 Automation; Controls; Instrumentation
010 Barracks; Dormitories
011 Bridges
012 Cemeteries *(Planning & Relocation)*
013 Chemical Processing & Storage
014 Churches; Chapels
015 Codes; Standards; Ordinances
016 Cold Storage; Refrigeration; Fast Freeze
017 Commercial Buildings *(low rise)*; Shopping Centers
018 Communications Systems; TV; Microwave
019 Computer Facilities; Computer Service
020 Conservation and Resource Management
021 Construction Management
022 Corrosion Control; Cathodic Protection; Electrolysis
023 Cost Estimating
024 Dams *(Concrete; Arch)*
025 Dams *(Earth; Rock)*; Dikes; Levees
026 Desalinization *(Process & Facilities)*
027 Dining Halls; Clubs; Restaurants
028 Ecological & Archeological Investigations
029 Educational Facilities; Classrooms
030 Electronics
031 Elevators; Escalators; People-Movers
032 Energy Conservation; New Energy Sources
033 Environmental Impact Studies, Assessments or Statements
034 Fallout Shelters; Blast-Resistant Design
035 Field Houses; Gyms; Stadiums
036 Fire Protection
037 Fisheries; Fish Ladders
038 Forestry & Forest Products
039 Garages; Vehicle Maintenance Facilities; Parking Decks
040 Gas Systems *(Propane; Natural, Etc.)*
041 Graphic Design
042 Harbors; Jetties; Piers; Ship Terminal Facilities
043 Heating; Ventilating; Air Conditioning
044 Health Systems Planning
045 Highrise; Air-Rights-Type Buildings
046 Highways; Streets; Airfield Paving; Parking Lots
047 Historical Preservation
048 Hospitals & Medical Facilities
049 Hotels; Motels
050 Housing *(Residential, Multi-Family; Apartments; Condominiums)*
051 Hydraulics & Pneumatics
052 Industrial Buildings; Manufacturing Plants
053 Industrial Processes; Quality Control
054 Industrial Waste Treatment
055 Interior Design; Space Planning
056 Irrigation; Drainage
057 Judicial and Courtroom Facilities
058 Laboratories; Medical Research Facilities
059 Landscape Architecture
060 Libraries; Museums; Galleries
061 Lighting *(Interiors; Display; Theatre, Etc.)*
062 Lighting *(Exteriors; Streets; Memorials; Athletic Fields, Etc.)*
063 Materials Handling Systems; Conveyors; Sorters
064 Metallurgy
065 Microclimatology; Tropical Engineering
066 Military Design Standards
067 Mining & Mineralogy
068 Missile Facilities *(Silos; Fuels; Transport)*
069 Modular Systems Design; Pre-Fabricated Structures or Components
070 Naval Architecture; Off-Shore Platforms
071 Nuclear Facilities; Nuclear Shielding
072 Office Buildings; Industrial Parks
073 Oceanographic Engineering
074 Ordnance; Munitions; Special Weapons
075 Petroleum Exploration; Refining
076 Petroleum and Fuel *(Storage and Distribution)*
077 Pipelines *(Cross-Country—Liquid & Gas)*
078 Planning *(Community, Regional, Areawide and State)*
079 Planning *(Site, Installation, and Project)*
080 Plumbing & Piping Design
081 Pneumatic Structures; Air-Support Buildings
082 Postal Facilities
083 Power Generation, Transmission, Distribution
084 Prisons & Correctional Facilities
085 Product, Machine & Equipment Design
086 Radar; Sonar; Radio & Radar Telescopes
087 Railroad; Rapid Transit
088 Recreation Facilities *(Parks, Marinas, Etc.)*
089 Rehabilitation *(Buildings; Structures; Facilities)*
090 Resource Recovery; Recycling
091 Radio Frequency Systems & Shieldings
092 Rivers; Canals; Waterways; Flood Control
093 Safety Engineering; Accident Studies; OSHA Studies
094 Security Systems; Intruder & Smoke Detection
095 Seismic Designs & Studies
096 Sewage Collection, Treatment and Disposal
097 Soils & Geologic Studies; Foundations
098 Solar Energy Utilization
099 Solid Wastes; Incineration; Land Fill
100 Special Environments; Clean Rooms, Etc.
101 Structural Design; Special Structures
102 Surveying; Platting; Mapping; Flood Plain Studies
103 Swimming Pools
104 Storm Water Handling & Facilities
105 Telephone Systems *(Rural; Mobile; Intercom, Etc.)*
106 Testing & Inspection Services
107 Traffic & Transportation Engineering
108 Towers *(Self-Supporting & Guyed Systems)*
109 Tunnels & Subways
110 Urban Renewal; Community Development
111 Utilities *(Gas & Steam)*
112 Value Analysis; Life-Cycle Costing
113 Warehouses & Depots
114 Water Resources; Hydrology; Ground Water
115 Water Supply, Treatment and Distribution
116 Wind Tunnels; Research/Testing Facilities Design
117 Zoning; Land Use Studies
201 Cost/Benefit Analysis
202 Recreation/Tourism
203 Economic Impact Analysis
204 Financial Studies
205 _____

10. Profile of Firm's Project Experience, Last 5 Years

Profile Code	Number of Projects	Total Gross Fees (in thousands)	Profile Code	Number of Projects	Total Gross Fees (in thousands)	Profile Code	Number of Projects	Total Gross Fees (in thousands)
1) 006	10	81	11) 047	22	255	21) 110	42	430
2) 008	24	299	12) 048	35	290	22) 117	38	317
3) 012	7	54	13) 049	84	871	23) 201	74	923
4) 017	70	736	14) 050	87	905	24) 202	257	3,205
5) 019	28	235	15) 052	27	453	25) 203	57	706
6) 027	4	54	16) 060	22	226	26) 204	97	1,209
7) 029	14	118	17) 072	22	230	27)		
8) 033	33	340	18) 077	7	81	28)		
9) 042	24	299	19) 078	158	1,969	29)		
10) 046	17	145	20) 088	245	3,055	30)		

11. Project Examples, Last 5 Years

Profile Code	"P", "C", "JV", or "IE"	Project Name and Location	Owner Name and Address	Cost of Work (in thousands)	Completion Date (Actual or Estimated)
087 201	P	1 Market and implementation analysis for Banfield Light Rail System	Metropolitan Service District 527 S.W. Hall Portland, OR 97201	$255	10/82
033 078 203	S	2 Development of Century Freeway Housing Plan and Environmental Impact Statement	State of California Department of Housing and Community Development 101 N. La Brea Avenue, #500 Inglewood, CA 90301	$453	3/82
088 202	P	3 Examination of Puerto Rico tourism industry and development of strategies to maximize tourism potentials	Commonwealth of Puerto Rico Tourism Company 301 San Justo Street San Juan, PR 00903	$250	10/81
032 050 078 098	P	4 Market analyses for the TVA Energy Efficient New Home projects	Tennessee Valley Authority, Division of Energy 401 Power Building Chattanooga, TN 37401	$110	9/81
059 201 079 202 088 203	P	5 Market analysis and development assistance for 1,200-acre state park complex in northern Georgia	Lake Lanier Islands Authority P.O. Box 605 Buford, GA 30518	$ 50	7/81
110 203	C	6 CBD economic analysis of San Antonio Plaza Redevelopment Area in San Jose	City of San Jose 801 N. First Street San Jose, CA 95110	$ 70	7/81
008 072 017 079 023 089 046 201 049 203	204 P	7 Market support analysis, development strategy formulation, operations and financial analysis and implementation assistance for major public assembly complex	Toledo Economic Planning Council 425 Jefferson Toledo, OH 43604	$ 92	6/81

052 201 072 204 089	P	8 Varied technical assistance to 20 Title IX Auto Community Adjustment Program grantees in seven midwestern states	Economic Development Administration Office of Technical Assistance Department of Commerce Washington, D.C. 20230	$100	6/81
078 088 201 202	P	9 Series of urban recreation case studies to determine leisure needs and recreation behavior of various ethnic and economic groups	State of California P.O. Box 2390 Sacramento, CA 95811	$ 60	6/81
017 050 039 090 047 204	P	10 Market and financial feasibility analysis of development opportunities in the downtown area of Savannah	City of Savannah P.O. Box 1027 Savannah, GA 31402	$ 60	5/81
078 110 203	P	11 Identification and redevelopment/revitalization program for 12 select communities in the unincorporated areas of Los Angeles County	Los Angeles County Community Development Department 3175 W. 6th Street Los Angeles, CA 90020	$321	5/81
017 072 049 078 050 110		12 Economic feasibility study of the central business district of Kalamazoo, Michigan	City of Kalamazoo 241 W. South Street Kalamazoo, MI 49007	$ 50	4/81
078 203 110 204 201	P	13 EDA Title IX Economic Adjustment Study to counter effects of downturn in the automobile industry	Rock Valley Economic Development Commission 401 W. State Street Rockford, IL 61101	$ 70	3/81
088 202	P	14 Design of aquatic (mammal) habitats for the National Zoological Park	Smithsonian Institution 300 Connecticut Avenue, N.W. Washington, D.C. 20008	$300	1/81
079 088 202	P	15 Attendance forecast and site selection analysis for new Atlanta Zoo complex	Atlanta Zoological Society 800 Cherokee Avenue Atlanta, GA 30315	$ 30	1/81
006 092 042 201 076 204	P	16 Forecast commodity flow by type through Panama Canal for the period 1981–1990 with estimates of number of transits by ship size and potential revenues	Panama Canal Commission Office of Executive Planning APO Miami, FL 34011	$100	12/80
072 078 079	C	17 Economic and market analysis components for overall master plan of the Federal Triangle in Washington, D.C.	General Services Administration 18th and F Streets, N.W. Washington, D.C. 20405	$ 45	12/80
078 202 088 204 201	C	18 Feasibility study for a proposed Egyptian Heritage Park adjacent to Cairo, Egypt	Recreational Planning Associates Group International 9606 Santa Monica Boulevard Beverly Hills, CA 90210	$ 90	12/80
078 110 203	P	19 Downtown revitalization program development which led to formation of Fairbanks Development Authority	City of Fairbanks 410 Cushman Street Fairbanks, AK 99701	$ 24	12/80

088 202	P	20 Market analysis and economic feasibility for visitor facility near Mt. McKinley in Alaska	Alaska Division of Parks 610 Warehouse Avenue, # 210 Anchorage, AK 99510	$120	12/80
087 203 088 204 202	P	21 Financial feasibility analysis for alternative visitor transportation system, restoration of commercial rail services, and socioeconomic impact analysis in eastern Tennessee	U.S. Army Corps of Engineers 801 Broadway Nashville, TN 37203	$110	12/80
078 203 110 204 112	P	22 Joint development and value capture analyses at 17 rapid transit station sites on the proposed starter line	Southern California Rapid Transit District 425 S. Main Street Los Angeles, CA 90013	$ 46	11/80
078 110 203	P	23 EDA Title IX Economic Adjustment Study to identify and prepare implementation strategy for development and investment opportunities	Fairbanks Town & Village Association 407 Second Avenue Fairbanks, AK 99707	$ 75	10/80
020 033 204	C	24 Preparation of social, economic and natural resources components to an EIS for a proposed 17-mile highway corridor	Illinois Department of Transportation 2300 S. Dirksen Parkway Springfield, IL 62764	$186	9/80
017 117 072 204 078	P	25 Market support analysis, management organization and developer selection for major multi-use regional mall	Township of Bridgewater P.O. Box 6300 Bridgewater, NJ 08807	$ 75	9/80
076 107 079 201 087 203	C	26 Port/rail/energy transportation planning for deepwater ports in Connecticut	State of Connecticut Office of Policy Management 80 Washington Street Hartford, CT 06115	$ 70	9/80
047 201 078 203 089 204 110	C	27 Market analysis and financial planning for the reuse of the Frankford Arsenal	Philadelphia Industrial Development Corporation 1 E. Penn Square, Suite 1800 Philadelphia, PA 19107	$ 48	8/80
088 103 201 202	C	28 Evaluation of market support and preparation of economic planning guidelines for regional Florida park	Lee County Board of Commissioners P.O. Box 398 Ft. Myers, FL 33902	$ 30	8/80
006 203 204	P	29 Comprehensive economic impact analysis of the Los Angeles International, Ontario International and Van Nuys Airports	Los Angeles Department of Airports 1 World Way Los Angeles, CA 90009	$ 73	7/80
078 110 203	P	30 EDA Title IX Economic Adjustment Study to alleviate employment displacement caused by steel mill production cutbacks	Five Cities Development Authority 8353 Sierra Avenue Fontana, CA 92335	$ 65	7/80

006 078 079 204	JV	31 Airport peripheral land acquisition and use strategy	City of Phoenix Sky Harbor International Airport Phoenix, AZ	$ 35	6/80
047 072 078 110	P	32 Preparation of a development strategy for the commercial/office area in the city of Norwalk	City of Norwalk 41 N. Main Street Norwalk, CT 06854	$ 40	6/80
088 202 204	P	33 Series of assignments in economic feasibility for 82 Energy Expo and reuse potentials of site	1982 Knoxville Energy Exposition 502 S. Gay Street Knoxville, TN 37902	$ 42	6/80
008 079 201 204	P	34 Financial, market and management analysis for the Seattle Opera theater complex	Seattle Opera P.O. Box 9248 Seattle, WA 98109	$ 25	6/80
088 202 204	P	35 Concept development, economic, financial and market support analysis for the Graceland mansion complex	Tennessee Department of Tourist Development 505 Fesslers Lane Nashville, TN 37210	$ 40	4/80
201 204	P	36 Operational and management audit of transportation service (OATS) funded by the Ozarks Regional Commission	Ozarks Regional Commission 1100 N. University, # 109 Little Rock, AR 72207	$ 30	4/80
006 204	JV	37 Site selection and financial analysis for new airport complex in the city of Fort Worth	N.C. Texas Council of Governments 1201 N. Watson Road Fort Worth, TX 76102	$ 30	4/80
008 203 204	JV	38 Expansion and reinvestment analysis of the Phoenix Civic Plaza complex	Phoenix Civic Plaza 225 E. Adams Street Phoenix, AZ 85004	$ 50	1/80
088 110 203	P	39 Impact of fees and charges on urban recreation and cultural opportunities (nationwide)	National Science Foundation Applied Research Division Washington, D.C. 20550	$140	12/79
047 089	P	40 Series of assignments related to the preparation of a redevelopment/implementation plan for proposed industrial/commercial/entertainment complex	42nd Street Redevelopment Corporation 320 E. 43rd Avenue New York, NY 10017	$ 75	9/79
050 078 117 203	P	41 Evaluation of the impacts of casino hotel development on the demand for housing in Atlantic City	Atlantic City Housing Authority 14 S. California Avenue Atlantic City, NJ 08404	$ 65	9/79

078 088 201 204	P	42 Economic, financial and market analysis for 750-acre commercial and public recreation complex	City of Battle Creek City Hall Battle Creek, MI 49016	$ 50	8/79
078 079 088	P	43 Feasibility analysis and master plan for Kuwait National Zoo	Ministry of Public Works Government of Kuwait Kuwait	$260	7/79
017 078 033 117 072 203	P&C	44 Market, financial and economic impact analysis for Market Street East Transportation Mall	Market Street East Development Corporation 1234 Market Street Philadelphia, PA 19103	$350	4/79
050 117 204	P	45 Series of assignments to analyze market conditions and development strategies for the new town of Columbia, Maryland	The Rouse Company Columbia, MD 21044	$ 57	3/79
088 201 204	JV	46 Analysis of National Park Service concessionaire pricing strategies (nationwide)	National Park Service Department of Interior Washington, D.C. 20240	$110	3/79
088 201 202 204	P	47 Development of "Fees and Charges" Handbook for municipal recreation agencies (nationwide)	Heritage Conservation and Recreation Service 450 Golden Gate Avenue San Francisco, CA 94102	$ 10	3/79
046 079 047 088 049 107 072 110 078	P	48 Feasibility study and master plans for two major new facilities: (1) a theme park, zoo, and cultural facility and (2) a large new urban center in the Republic of Korea	Yulsan Engineering through a contract with the Seoul Metropolitan Government	$850	10/78
088 202 204	P	49 Analysis of statewide campground and recreation reservation systems (California)	Department of Parks State of California Sacramento, CA 95814	$ 50	6/78
017 117 072 204 088	P	50 Analysis of land use, market potential and land appraisal for properties held by Kaiser Aetna	Kaiser Aetna P.O. Box 755 Oakland, CA 92390	$392	4/77
088 201 202	P	51 Evaluation of public willingness to pay user charges for outdoor recreation amenities (nationwide)	Heritage Conservation and Recreation Service 440 G Street, N.W. Washington, D.C. 20243	$ 60	12/76
042 203 204	P	52 Economic impact in terms of value added to the community of Portland's marine terminal activities and proposed expansion of shipyard area	Port of Portland P.O. Box 3529 Portland, OR	$ 56	5/76

12. The foregoing is a statement of facts.

Signature: Wayne R. Wilson **Typed Name and Title:** Wayne R. Wilson, President

Date: February 1981

Standard Form 254 July 1975
Prescribed By GSA Fed. Proc. Reg. (41 CFR) 1-16.803